MANAGEMENT PLAN
Of
Air Force Space Command
Multi-Wing
Human Resources
Management Services
A-76 Study

June 1999

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1. PURPOSE FOR MANAGEMENT STUDY. This management study on the Mission Support Squadron (MSS) encompasses the following functions: Military Personnel Records Management, Awards and Decorations, Education Services, Formal Training, Base Training Management, Military Testing, and Civilian Training. The goal is to develop the optimum organizational structure to accomplish essential functions at Buckley Air National Guard Base (ANGB) (821st Support Squadron), F.E. Warren AFB (90th MSS), Malmstrom AFB (341st MSS), Patrick AFB (45th MSS), Peterson AFB (21st MSS), Schriever AFB (50th MSS), and Vandenberg AFB (30th MSS). This study determines and documents specific management improvements on which an optimum organizational structure and manning requirements are based. Any positions excluded from the study are identified in Part 2.

1.1 A-76 COST COMPARISON BACKGROUND. Air Force Space Command (AFSPC) received approval from Headquarters (HQ) United States Air Force (USAF)/XPM to conduct a multi-wing Education and Training cost comparison on 15 March 98. On 27 May 98, HQ AFSPC/DP requested approval to:

    a. Add Civilian Training function to the study.

    b. Add Fiscal Year 01 (FY) Multi-Wing Military Personnel Flight candidates with the exception of Personnel System Management (PSM). (As per instructed in Solicitation Number F05603-99-R-0001, the government's bid does not include the PSM requirements.)

    c. Retain two positions within the Education Services Flight at each base.

    d. Include Military Testing duties.

    e. Change the study from a single-function (2 years) to a multi-function (4 years) multi-wing comparison.

On 21 September 98, HQ USAF approved the above request with a cost comparison completion date of FY 2000.

A Steering Group committee was established on 1 October 98. The Most Efficient Organization (MEO) team was formed on 30 November 98 and the first meeting was held on 17 December 98. Members of the MEO team are included at attachment 1.

A list of acronyms/abbreviations used in this report is included in attachment 2.

This management study was prepared in accordance with (IAW) Air Force Instruction (AFI) 38-203. The workload for this study is based on the Statement of Work (SOW) at appendix E of the Cost Comparison Study Documentation.

2. CURRENT OPERATIONS OF FUNCTION

2.1 MISSION SUPPORT SQUADRON

2.1.1 Mission Statements. The mission statements listed below are standard for the organizations under study. Locations with other than standard mission statements will be identified by exception in section 2.1.1.2.

2.1.1.1 Mission Support Squadron (MSS). The MSS provides comprehensive support to the Wing, DoD tenants on base, and in some instances geographically separated units (GSU). It services military and their dependents, USAF civil service, DoD contractor personnel, and retirees. This support is provided through Education Services, Professional Military Education, Civilian Personnel Flight, Community Support Center, and Military Personnel Flight.

2.1.1.1.1 Military Personnel Flight (DPM). The Military Personnel Flight provides personnel support to commanders, Air Force members and their families, and retirees through the administration and management of personnel programs.

2.1.1.1.1.1 Formal Training. Provides qualified members (military and civilian) with the capability of attending resident technical training, supplemental training, or professional military education (PME).

2.1.1.1.1.2 Base Training Management. Serves as the base office of primary responsibility (OPR) by implementing and managing Air Force enlisted specialty training policy and procedures; conducts annual staff assistance visits (SAV); and serves as the career field manager for military education and training (3S2X1) members assigned to the base.

2.1.1.1.1.3 Military Testing. Manages military testing program and provides testing services for all eligible personnel.

2.1.1.1.1.4 Unit Personnel Records Group (UPRG) Management. Manages and maintains UPRG for all serviced personnel.

2.1.1.1.1.5 Military Awards and Decoration. Provides personnel support to process awards and decorations.

2.1.1.1.2 Civilian Personnel Flight (DPC). Manages the appropriated fund civilian work force in support of mission readiness. This is accomplished by ensuring staffing and classification of positions is timely, education and training opportunities are made available, no discrimination of any type occurs, and career opportunities are available for all civilian personnel.

2.1.1.1.2.1 Civilian Training. Administers and manages the civilian education and training program in support of all serviced appropriated fund civilian employees and their military and civilian supervisors. Ensures education and training opportunities are made available and mandatory training is accomplished in a timely manner for mission readiness.

2.1.1.1.2.2 Civilian Awards and Decorations. Provides personnel support to process awards and decorations.

2.1.1.1.3 Education Services Flight (DPE). Manages the education services program in support of mission readiness by providing customer service, testing, professional counseling,

and Distance Learning for eligible personnel. Administers the Air Force tuition assistance program.

2.1.1.2 Buckley ANGB (821st SPTS)

2.1.1.2.1 821st Support Squadron (SPTS). The 821 Support Squadron provides comprehensive support to the 821st Space Group, its GSUs and the Denver Area Defense Community (DADC). Services military and their dependents, USAF civil service, DoD contractor personnel and retirees. This support is provided through transportation, contracting, civil engineering, mission support, communications and services flights.

2.1.1.2.2 821st Mission Support Flight. The 821 Mission Support Flight provides comprehensive customer service to all members of the 821st Space Group, its GSUs and the DADC. Services military and their dependents, USAF civil service, DoD contractor personnel and retirees. This support is provided through Education Services, Community Support and Military Personnel.

2.1.2 Responsibility of Essential Functions. This section represents the typical essential functions of the areas under study. Locations with other than a typical structure will be identified by exception.

2.1.2.1 Military Personnel Flight (DPM)

2.1.2.1.1 Military Personnel Records Management. Responsible for the creation, maintenance and auditing of personnel records. Review personnel records and interview individuals to ensure accuracy and necessity of the information maintained within the UPRG. Maintain a Customer Service Desk allowing individuals to review their records while on-site and provide copies of UPRG documents upon request. Update Personnel Data System (PDS) when applicable and monitor daily and weekly Transaction Registers.

2.1.2.1.2 Military Awards and Decorations. Responsible for performing all decoration actions, excluding planning or execution of the presentation. Support includes awards for meritorious service, outstanding achievement, or heroism in accordance with procedures outlined in Air Force Computer Systems Manual (AFCSM) 36-699. Includes performing decoration actions for newly assigned personnel, performing decoration actions for those personnel who depart for a permanent change of station (PCS) move, as well as those personnel who permanently change assignment (PCA), separate, and/or retire. Awards and Decorations personnel also perform Air Force Good Conduct Medal Actions, Air Force Outstanding Unit Award (AFOUA) and Air Force Organizational Excellence Award (AFOEA) actions, update award and decoration discrepancies, perform special award and trophy actions and maintain a stock of decoration elements. Update Personnel Data System (PDS) when applicable and monitor daily and weekly Transaction Registers

2.1.2.1.3 Formal Training. Manage and process all formal training, special training, and PME training allocations. Brief personnel on course prerequisites, reporting instructions, modes of travel, per-diem and other Temporary Duty (TDY) related information. Conduct and document Active Duty Service Commitment (ADSC) counseling and distribute completed documentation. Monitor and facilitate the selection process for PME to include Noncommissioned Officer Academy (NCOA) and Squadron Officer School (SOS). Prepare TDY orders for members

approved for Bootstrap program. Update Personnel Data System (PDS) when applicable and monitor daily and weekly Transaction Registers.

2.1.2.1.4 Base Training Management. Manage base level training requirements for enlisted specialty training to support unit level training program administration. Schedule and conduct annual SAV to assigned units. Conduct informal program reviews as requested by unit commanders and unit training mangers. Update and/or monitor the PDS and Personnel Concept III (PCIII) ensuring accuracy and currency of the following: Career Development Course (CDC) transactions, training status codes, Air Force Specialty Code (AFSC) award, upgrade, downgrade, and withdrawal. Serve as the Test Control Officer for mandatory CDC course exams. Manage and administer the test control program and process course examinations.

2.1.2.1.5 Military Testing. Responsible for directing, controlling, and managing a total testing program involving the scheduling, administering, scoring and recording of required testing, validation of member's eligibility, as well as monitoring and requisitioning testing material. Administers the following tests: Defense Language Proficiency Test (DLPT), Defense Language Aptitude Battery (DLAB), Electronics Data Processing Test (EDPT), Air Force Reading Abilities Test (AFRAT), Armed Forces Classification Test (AFCT), and Air Force Officer Qualifying Test (AFOQT). Test base personnel under the Weighted Airmen Promotion Systems (WAPS). Update Personnel Data System (PDS) when applicable and monitor daily and weekly Transaction Registers.

2.1.2.2 Civilian Personnel Flight (DPC)

2.1.2.2.1 Awards and Decorations. Administer award program for appropriated fund civilian employees. Prepare directive, publicize program, and provide assistance. Establish awards committee, process award submission, process approved award, process disapproved award and analyze award distribution.

2.1.2.2.2 Civilian Training. Responsible for managing training funds. Ensure currency of the installation training plan. Process training requests. Evaluate effectiveness of the training program. Administer special training programs.

2.1.2.3 Education Services Flight (DPE)

2.1.2.3.1 Education Services. Responsible for serving as the education goals and objectives program manager. Provide advice on education materials and services as well as identifying educational providers, capabilities, and resources. Services include customer service, tuition assistance, counseling, coordinating and scheduling events and facility use, enrolling personnel in classes, courses, and programs. Provide testing service for Defense Activity for Non-Traditional Education Support (DANTES), College Level Examination Program (CLEP), and voluntary extension course institute (ECI) programs. Manage the Distance Learning program and maintain records of attendance, withdrawals, completions and costs for all classes. Update Personnel Data System (PDS) when applicable and monitor daily and weekly Transaction Registers.

2.1.3 Organization Chart. The organization charts shown in Chart 1 through Chart 4 represent the typical organizational structure of the areas under study. Locations with other than a typical structure will be identified by exception in Chart 5 through Chart 13.

```
                          ┌─────────────┐
                          │   Support   │
                          │    Group    │
                          └──────┬──────┘
                          ┌──────┴──────┐
                          │  Squadron   │
                          │  Commander  │
                          └──────┬──────┘
                    ┌────────────┴──────────┐
          ┌─────────┴─────────┐
          │ Command Section   │
          │ and First Sergeant│
          └─────────┬─────────┘
```
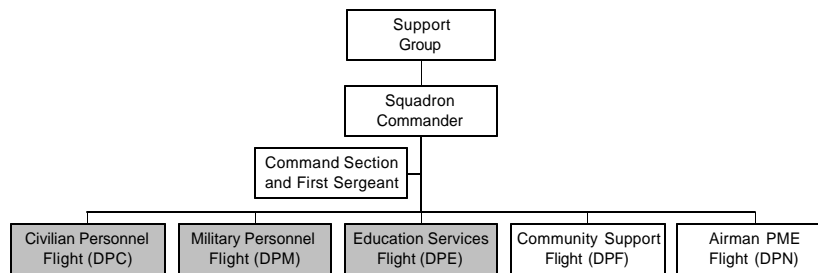
Chart 1. Mission Support Squadron (MSS)

| Civilian Personnel Flight (DPC) | Military Personnel Flight (DPM) | Education Services Flight (DPE) | Community Support Flight (DPF) | Airman PME Flight (DPN) |
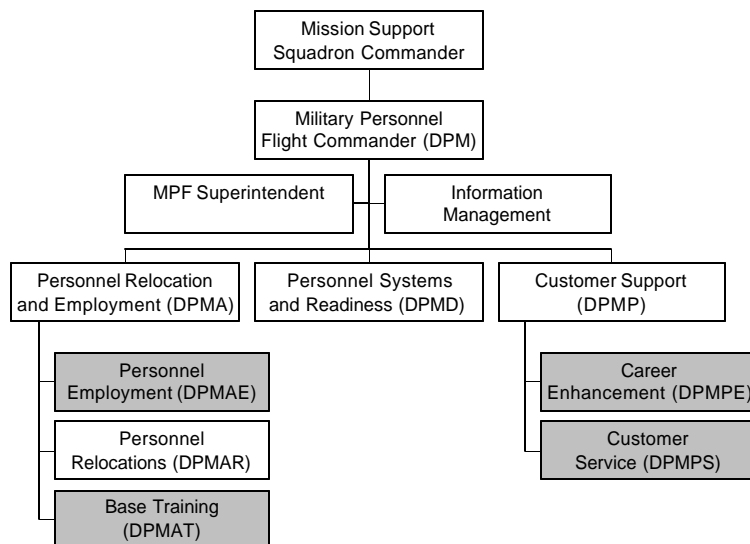
Chart 2. Military Personnel Flight (MPF)

Mission Support Squadron Commander

Military Personnel Flight Commander (DPM)

MPF Superintendent — Information Management

Personnel Relocation and Employment (DPMA) — Personnel Systems and Readiness (DPMD) — Customer Support (DPMP)

Personnel Employment (DPMAE)
Personnel Relocations (DPMAR)
Base Training (DPMAT)

Career Enhancement (DPMPE)
Customer Service (DPMPS)
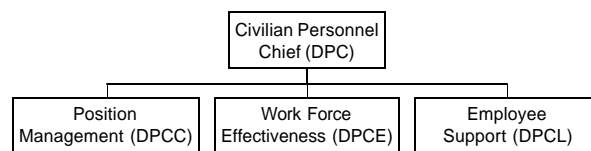
Chart 3. Civilian Personnel Flight (CPF)

Civilian Personnel Chief (DPC)

Position Management (DPCC) — Work Force Effectiveness (DPCE) — Employee Support (DPCL)
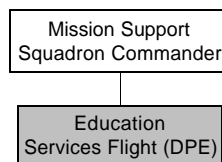
Chart 4. Education Services Flight (DPE)

Mission Support Squadron Commander

Education Services Flight (DPE)

2.1.3.1 Buckley ANGB (821st SPTS)

```
                        ┌─────────────┐
                        │  821 Space  │
                        │    Group    │
                        └──────┬──────┘
                        ┌──────┴──────┐
                        │  Squadron   │
                        │  Commander  │
                        └──────┬──────┘
   ┌─────────┬──────────┬──────┼──────────┬──────────┬─────────┐
┌──┴────┐ ┌──┴────┐ ┌───┴───┐ ┌┴──────┐ ┌─┴──────┐ ┌─┴─────┐
│Transp.│ │Contr. │ │ Civil │ │Mission│ │ Comms. │ │Services│
│Flight │ │Flight │ │Engineer│ │Support│ │ Flight │ │Flight │
│       │ │       │ │Flight │ │Flight │ │        │ │       │
└───────┘ └───────┘ └───────┘ └───────┘ └────────┘ └───────┘
```
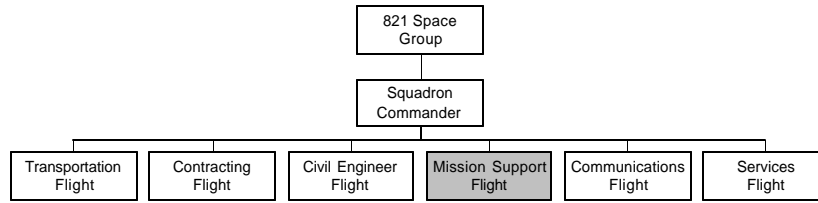
Chart 5. 821st Support Squadron (821 SPTS)

```
           ┌────────────────────────┐
           │  821 Support Squadron   │
           │       Commander         │
           └───────────┬────────────┘
           ┌───────────┴────────────┐
           │    Mission Support      │
           │        Flight           │
           └───────────┬────────────┘
   ┌───────────────────┼───────────────────┐
┌──┴─────────┐  ┌──────┴──────┐  ┌─────────┴──────┐
│ Education   │  │   Family    │  │   Military     │
│Services(DPE)│  │Support(DPF) │  │Personnel (DPM) │
└─────────────┘  └─────────────┘  └────────────────┘
```
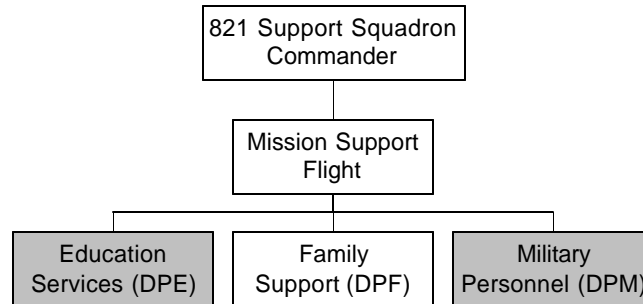
Chart 6. 821st Mission Support Flight (MSF)

2.1.3.2 F.E. Warren AFB (90th MSS)

```
                    ┌─────────────────────┐
                    │  90 Mission Support │
                    │  Squadron Commander │
                    └──────────┬──────────┘
                    ┌──────────┴──────────┐
                    │ Military Personnel  │
                    │Flight Commander(DPM)│
                    └──────────┬──────────┘
           ┌───────────────────┴───────────────┐
    ┌──────┴────────┐                  ┌────────┴────────┐
    │MPF Superintendent│                │  Information    │
    └──────┬────────┘                  │  Management     │
           │                           └─────────────────┘
   ┌───────┼──────────────┬────────────────┬──────────────┐
┌──┴──────────┐ ┌─────────┴────┐ ┌─────────┴────┐ ┌───────┴──────┐
│Personnel Relocation│ │Personnel Systems│ │   Career    │ │Customer Service│
│and Employment(DPMA)│ │and Readiness(DPMD)│ │Enhancement(DPMPE)│ │  (DPMPS)   │
└──┬──────────┘ └──────────────┘ └──────────────┘ └──────────────┘
   │
┌──┴───────────┐
│  Personnel   │
│Employment(DPMAE)│
└──┬───────────┘
┌──┴───────────┐
│  Personnel   │
│Relocations(DPMAR)│
└──┬───────────┘
┌──┴───────────┐
│ Base Training│
│   (DPMAT)    │
└──────────────┘
```
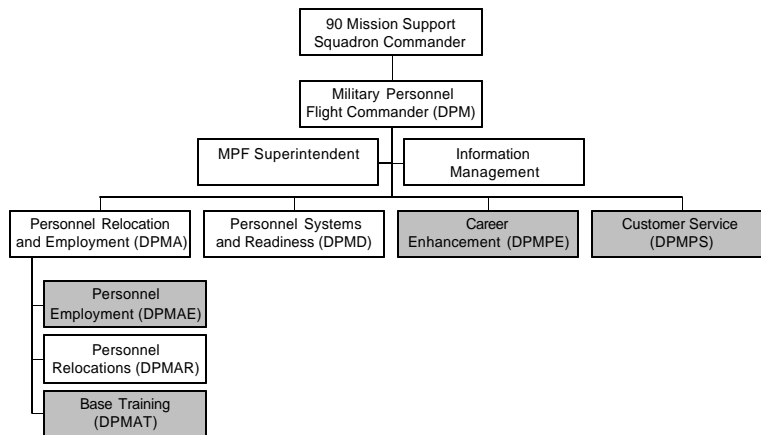
Chart 7. 90th Military Personnel Flight (DPM)

```
              ┌─────────────────────┐
              │  90 Mission Support │
              │     Commander       │
              └──────────┬──────────┘
              ┌──────────┴──────────┐
              │ Civilian Personnel  │
              │    Chief (DPC)      │
              └──────────┬──────────┘
      ┌──────────────────┼──────────────────┐
┌─────┴──────┐    ┌──────┴──────┐    ┌───────┴────────┐
│Data Systems│    │  Work Force │    │Affirmative Employment/│
│Support(DPCD)│   │Effectiveness(DPCE)│ │Professional Development(DPCS)│
└────────────┘    └─────────────┘    └────────────────┘
```
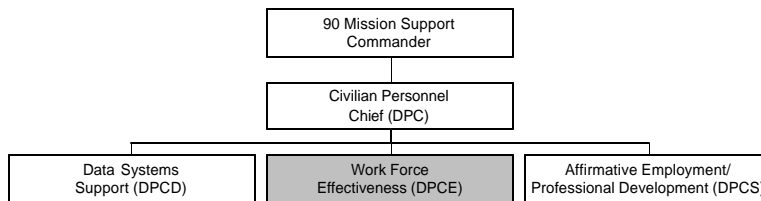
Chart 8. 90th Civilian Personnel Flight (DPC)

2.1.3.3 Malmstrom AFB (341st MSS)

```
              ┌─────────────────────┐
              │ 341 Mission Support │
              │     Commander       │
              └──────────┬──────────┘
              ┌──────────┴──────────┐
              │ Civilian Personnel  │
              │    Chief (DPC)      │
              └──────────┬──────────┘
      ┌──────────────────┼──────────────────┐
┌─────┴──────┐    ┌──────┴──────┐    ┌───────┴────────┐
│  Position  │    │  Work Force │    │Affirmative Employment/│
│Management(DPCC)│ │Effectiveness(DPCE)│ │Professional Development(DPCS)│
└────────────┘    └─────────────┘    └────────────────┘
```
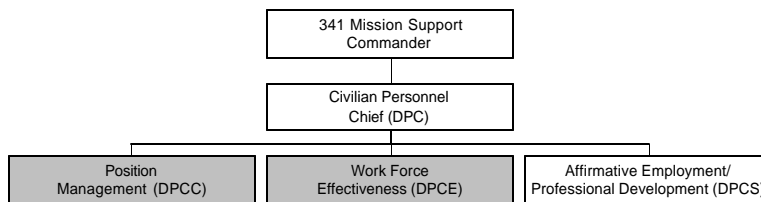
Chart 9. 341st Civilian Personnel Flight (DPC)

2.1.3.4 Patrick AFB (45th MSS)

```
                    ┌─────────────────────┐
                    │  45 Mission Support  │
                    │     Commander        │
                    └──────────┬──────────┘
                               │
                    ┌─────────────────────┐
                    │ Civilian Personnel   │
                    │    Chief (DPC)       │
                    └──────────┬──────────┘
          ┌────────────────────┼────────────────────┐
   ┌──────────────┐    ┌──────────────┐    ┌──────────────┐
   │   Position   │    │ Data Systems │    │  Work Force  │
   │ Management   │    │   Support    │    │Effectiveness │
   │   (DPCC)     │    │    (DPCD)     │    │   (DPCE)     │
   └──────────────┘    └──────────────┘    └──────────────┘
```
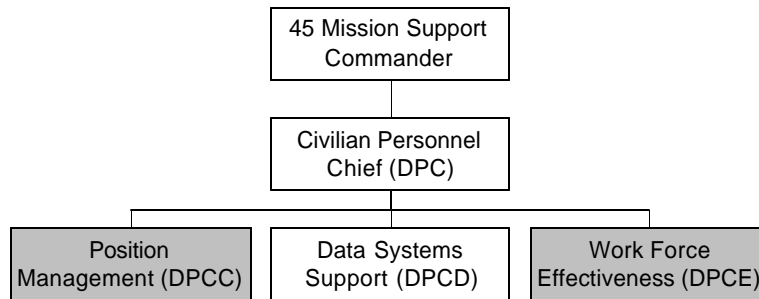
Chart 10. 45th Civilian Personnel Flight (DPC)

2.1.3.5 Peterson AFB (21st MSS)

```
                    ┌─────────────────────┐
                    │  21 Mission Support  │
                    │     Commander        │
                    └──────────┬──────────┘
                               │
                    ┌─────────────────────┐
                    │ Civilian Personnel   │
                    │    Chief (DPC)       │
                    └──────────┬──────────┘
          ┌────────────────────┼────────────────────┐
   ┌──────────────┐    ┌──────────────┐    ┌──────────────┐
   │   Position   │    │  Work Force  │    │   Employee   │
   │ Management   │    │Effectiveness │    │   Support    │
   │   (DPCC)     │    │   (DPCE)     │    │   (DPCL)     │
   └──────────────┘    └──────────────┘    └──────────────┘
```
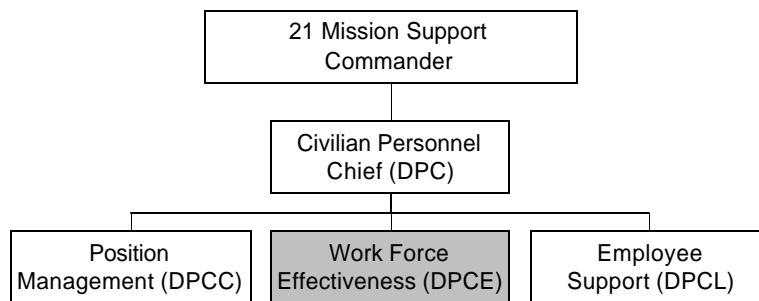
Chart 11. 21st Civilian Personnel Flight (DPC)

2.1.3.6 Schriever AFB (50th MSS)

```
                    ┌─────────────────────┐
                    │  50 Support Group    │
                    └──────────┬──────────┘
                    ┌─────────────────────┐
                    │  Mission Support     │
                    │ Squadron Commander   │
                    └──────────┬──────────┘
       ┌────────────────────┐  │
       │ Command Section    │  │
       │and First Sergeant  │  │
       │    (CSS/CCF)       │  │
       └────────────────────┘  │
          ┌────────────────────┼────────────────────┐
   ┌──────────────┐    ┌──────────────┐    ┌──────────────┐
   │  Military    │    │Transportation│    │   Services   │
   │ Personnel    │    │    Flight    │    │   Flight     │
   │ Flight (DPM) │    │    (LGT)     │    │   (SVF)      │
   └──────┬───────┘    └──────────────┘    └──────────────┘
   ┌──────────────┐
   │     Base     │
   │  Training    │
   │  (DPMAT)     │
   └──────────────┘
```
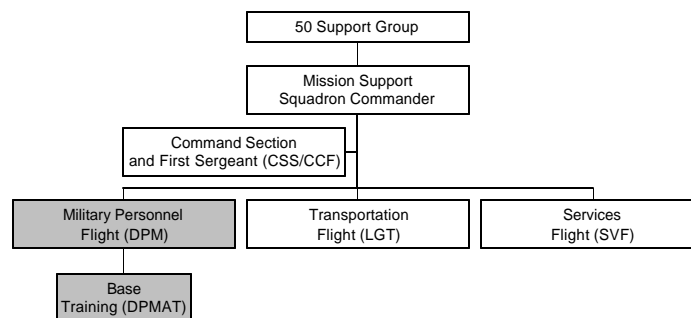
Chart 12. 50th Mission Support Squadron (50th MSS)

2.1.3.7 Vandenberg AFB (30th MSS)
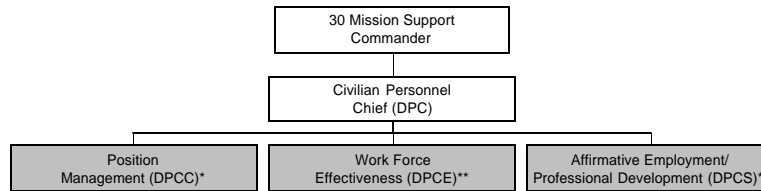
Chart 13. 30th Civilian Personnel Flight (DPC)

*One employee performs mixed duties; authorization deleted 6/30/99.

**One employee in each section performs mixed duties, as commented on under Personnel analysis figure.

2.1.4 Unit Manpower Document. See Attachment 3.

2.1.5 Operation Procedures. The Operational Procedures below represent the typical structure of the areas under study. Locations with other than a typical structure will be identified by exception, along with specific hours of operation and customers supported in paragraphs 2.1.5.4 through 2.1.5.4.7.

2.1.5.1 Military Personnel Flight (DPM)

2.1.5.1.1 Military Personnel Records Management. Create, maintain, and audit personnel UPRGs. Conduct reviews of personnel UPRGs, signs out UPRGs to members designated on the UPRG sign-out letter signed by the respective unit commander, perform customer service, make copies of UPRG documents upon customer request, compare UPRGs with source documents, transaction registers, and management products, and conducts annual records audit.

2.1.5.1.2 Military Awards and Decorations. Receives proposed decoration packages from submitting units. The packages are reviewed for correct format, opening and closing sentences, and dates. Type of award, number of previous awards, and dates assigned/departure dates are matched against the DECOR 6 rip to ensure accuracy. If the package has errors, it is returned to the unit. Proper packages are forwarded to the approval authority. Update the decoration database and prepares special orders.

Locally finalized decoration packages consist of 7 copies of the special order, certificate, citation if applicable, and 2 copies of the DECOR 6. The certificate, citation, and orders are sent to HQ Air Force Personnel Center (AFPC) for officers and senior enlisted members. If the member has not yet departed the area, the finalized package is provided to the unit. Decorations for members who have departed are mailed to their gaining bases.

Decoration packages received from other bases are logged into the incoming database and one copy of the certificate/citation and orders are pulled. The PDS is researched to determine if

the member has gained the base and to which unit. Packages on members who have not yet gained are held until the projected report month. All other packages are provided to the unit.

Locally processed decorations and inbound decorations are updated into the PDS.   One copy of the orders and citation/certificate are forwarded to the Records Section to be filed in the UPRG.

Good Conduct medal listings are sent to each unit. The unit provides a good conduct medal adjustment letter if required. This information is updated in the PDS.

Customer support is provided to personnel via walk-in, phone, or message. Each request is researched and, if applicable, the decoration information is updated in the PDS.

2.1.5.1.3 Formal Training. When a training allocation is received, a relocation folder is accomplished per AFI 36-2102, *Base-Level Relocation Procedures*, and the Report on Individual Personnel (RIP) is given a suspense. Member's RIP is sent to the unit for the supervisor's and Commander's signatures (coordination is established with Personnel Relocations when a member is attending training enroute on a PCS move). All appropriate update actions are completed to include confirmations and substitutions. Orders are accomplished for members attending non-unit-funded courses that are out of the local area. Counsel officers on Active Duty Service Commitments and accomplish AF Form 63 (ADSC counseling statement). Ensure all enlisted members have the appropriate retainability to attend Mission Readiness Training and Professional Military Education. Accomplish AF Form 964 (Declination of PCS, TDY, or training), counsel members on the effects of declining training and update Assignment Availability Codes in PDS to reflect the declination in system. Daily and weekly Transaction Registers (TR) are worked to maintain data base integrity. Training allocations are ordered through PDS. Air Force Training Management System (AFTMS) is utilized to provide up to the minute information on quotas.

TR is reviewed daily for update actions, overdue confirmations, cancellation notices, and new training allocations. Training allocation quota RIPs are ordered through PDS when necessary. Formal Training accesses the AFTMS through the PCIII system to assist in processing training actions.

Professional Military Education (PME). Responsible for compiling a list of eligible individuals for NCOA and SOS. Individuals for NCOA are rank ordered by Date of Rank (DOR) and for SOS by Total Active Federal Commissioned Service Date (TAFCSD). Listings are used to fill assigned school quotas. Formal Training processes requests for removal from SOS for mission essential or humanitarian reasons (when removal would result in expiration of eligibility) and TAFCSD waivers.

Training Line Numbers (TLN) are confirmed in the PDS. Initiate, process, and update AF Forms 63 and/or AF Forms 964 as required. TDY orders are initiated. Class rosters are prepared and forwarded to unit representatives. Notify Major Command (MAJCOM) immediately of any quotas that are unable to fill to prevent no-shows. Notify individuals and their commanders when selected to attend Senior NCO Academy (SNCOA). Training quotas are confirmed in the PDS no later than 45 calendar days prior to class start date. Training quotas are forwarded to Personnel Relocations for processing when member also has a PCS assignment. Requests for

SNCOA swaps are processed 30 calendar days before class start. Deferment requests are processed and necessary documents are attached for receipt at MAJCOM (30 days prior to class start date). Initiate, process, and update AF Forms 63, AF Forms 964, and PME Declination Statement as required. TDY orders are prepared. Notify individuals and commanders of all other PME selections (ALS, ISS, and SSS) and prepare and process all documents associated with TDY, if necessary.

Flying and Astronaut Training Programs. Advertise upcoming Undergraduate Flying Training (UFT) and USAF Astronaut Nomination Program selection board dates and application procedures. Eligibility is verified, documentation checked, advise members on waiver procedures, forward applications to HQ AFPC, and initiate and process AF Forms 63 upon acceptance of training. Notify HQ AFPC if applicant withdraws or becomes disqualified before starting training. Update course completion for Type 4 training when the course owner is On-the-Job Flying Training (OJFT) and the course-ID is contained on the course catalog. Updates are done upon verification of training certificate.

2.1.5.1.4 Base Training Management. Receive Air Education and Training Command (AETC) Form 156, Student Record of Training, on each initial skills training graduate being assigned to the base and forward them through the unit commander to the immediate supervisor. Assist unit personnel in training others to do mission jobs by helping to develop effective enlisted specialty training planning, scheduling, managing, evaluating, and documenting functions that support unit operations, mission priorities, and Career Field Education and Training Plan (CFETP) requirements.

Conduct SAVs annually on the unit education and training manager or additional duty training manager's responsibilities and submit a written report to the unit commander with an information copy to the command training manager. When tenant units are visited, provide an information copy to the appropriate command training manager. Administer the "Air Force Training Course" program, train personnel to teach this course, and instruct the course as required.

Coordinate enlisted specialty training policy and program changes with installation commanders, supported units, and MAJCOM training managers. Review and coordinate base and unit level training publications, supplements, and operating instructions, make recommendations to the OPRs, and coordinate with appropriate MAJCOM training managers. Respond to requests for support enlisted specialty training by identifying training resources and coordinating assistance for supported units with other base or local units, training providers, MAJCOM training managers, and contingency program OPRs to help incorporate wartime requirements into wing and group exercises. Obtain, as needed, training publications, references, standards, materials and knowledge assessment tools. Help resolve problems and bring unresolved issues to unit and group commanders or MAJCOM training managers.

Serves as the base AFSC 3S2X1 functional manager (FM) by ensuring unit training managers and additional duty training managers are trained and qualified. Coordinate AFSC 3S2X1 retrainee applications by interviewing prospective AFSC 3S2X1 retrainees, and ensure that the maintenance and education services managers, if available, also interview each potential AFSC 3S2X1 retrainee applicant. Determine where AFSC 3S2X1 resources are assigned based on mission requirements. Conduct base training manager meetings at least quarterly. Develop

meeting minutes and provide copies to supported units and MAJCOM training managers. Assign and coordinate Training Status Code (TSC) to identify, change, and manage airman qualification and skill level upgrade. For units without PCIII, provide OJT rosters, coordinate AF Form 2096, *Classification On-The-Job Training Action*, and update TSC changes in the PDS. Order CDCs and course examinations (CE), process course extensions, and process change of address for incoming personnel. The base training manager serves as test control officers for mandatory CDC CEs by ordering, receiving, logging, scheduling, and administering tests for personnel in upgrade. Completed answer sheets are forwarded to the ECI for scoring.

Analyze training data for trends, advise the installation commander, and coordinate corrective actions. Send a copy of trend data to the MAJCOM training manager for the following: upgrade training, qualification training, CDC pass rates/one-time and two-time, CDC deactivations/reactivations, waivers based on two-time CDC failures.

2.1.5.1.5 Military Testing. Members are scheduled for promotion and Air Force Personnel Tests during prescribed testing months by the test examiner (TE). The TE provides the test schedules to the unit commander's support staff with the appropriate eligibility rosters. The TE maintains the testing schedule in a database and conducts daily reviews to ensure the database remains updated. All other testing is scheduled on a monthly basis. For Air Force Personnel tests, members are scheduled upon their request.

2.1.5.2 Civilian Personnel Flight (DPC)

2.1.5.2.1 Awards and Decorations. General awards and decorations are found in AFI 36-1001, and other awards are identified in AFP 36-2861. Both publications identify submission criteria. Additional notification is received from command level on other special awards of recognition that may not be identified in the above mentioned publications. Suspense dates are assigned for each award at this time, and when requested, management is provided a list of available awards. Nominations are submitted based on individual or group performance with special achievement or recognition.

Civilian Personnel forwards a letter identifying each award. This letter contains nomination criteria, format, and suspense dates. Nomination package(s) are prepared by supervisor and submitted to Civilian Personnel who in turn reviews and verifies eligibility of nominee. Packages not submitted in correct format are returned to the supervisor for corrections and resubmission. Validated nomination packages are submitted by Civilian Personnel to appropriate authorities for competition. Non-winners are notified of non-selection by the squadron. Nominees selected are notified by wing or designated representative. A package containing appropriate documents such as certificates, plaques, etc. is prepared and checked for accuracy and provided to the presenter for presentation.

Responsible to requisition and stock medals and certificates. Squadron(s) provides an appropriate folder for presenting documents, certificates. As necessary, individuals are scheduled for official photographs.

2.1.5.2.2 Civilian Training. Initial training request is submitted during the annual survey cycle. The training request is coded for input into Civilian Automated Training Input Program (CATNIP).

Base requirements are reviewed and placed in priority according to ranking for base needs and approval for funding. Report is provided to MAJCOM.

After receipt of annual training dollars for training is requested on a DD Form 1556, the completed form is presented to the Civilian Training Committee for prioritization and funding. If approved, the unit representative is advised. If a training request is disapproved for civilian training dollars, the unit can provide unit funding. The trainee is counseled on their entitlements and obligations, registration forms are completed, and an example of a TDY order is given to the trainee. All DD Form 1556s are submitted to the EDM, regardless of funding source. Training requests that exceed 80 hours or have a high cost are reviewed for a Continued Service Agreement. The organization prepares orders and returns a DD Form 1610 to the EDM for processing. A fund cite and a "Y" series order number is provided. The EDM processes the order through finance and provides adequate copies to the trainee. Upon receipt of the course completion, a certificate, a copy of the paid travel voucher, and course completion codes are entered into the Personnel Data System.

Manage TLNs received from HQ AETC. By-name quotas are sent to the organization to prepare a DD Form 1556. An appointment is made with the trainee to answer questions and advise member of entitlements and preparation of TDY orders. Order is faxed to AETC for funding and numbering. A training requirements file (CQ file) is created for processing the TLN and linking the quota to the trainee. The TLN quota will automatically update course completion within the Personnel Data System.

Training surveys are conducted when requested by MAJCOM and Career Programs. The Career Program survey requires a Career Enhancement Plan (CEP) be accomplished. The employee is provided the CEP and annotates needed changes or additions before returning the CEP to the EDM for updating into the Personnel Data System.

After receipt of the annual civilian training bogey, a spreadsheet is prepared for tracking all projected cost commitments and obligations. Weekly, a Micro Budget Automated System (Mbase) report is received from the finance office and compared against the Civilian Training spreadsheet. All discrepancies are researched and resolved at that time through the local finance office or Defense Finance and Accounting System (DFAS).

2.1.5.3 Education Services Flight (DPE)

2.1.5.3.1 Education Services. Education services apply directives contained in AFI 36-2306, i.e. ascertain the needs of the base population through Needs Assessment Surveys. Responses are tabulated to determine the degrees and courses desired. The Education Services Officer (ESO) (inherently governmental position) negotiates with the colleges offering the respective programs and writes a Memorandum of Understanding (MOU) covering the courses to be offered, advertised, and scheduled. Also covered in the MOU are provisions for an on-base college representative, preparation of forms and providing funding for members to receive tuition assistance, the tracking of expenditures to verify and certify invoices for payment, and assisting students in resolving problems associated with payment of invoices.

Provide academic counseling to members to help them choose an academic goal. Provide guidance on varying issues to include Community College of the Air Force (CCAF), available

commissioning programs, Veterans Affairs, Bootstrap program, education deferments, and education and training opportunities as identified in Air Force Catalog (AFCAT) 36-2223.

A testing service is available that includes providing a classroom, the necessary furniture, combination lock safe, ordering and safeguarding the tests, scheduling members for testing, ensuring the availability of a TE, reviewing all test answer sheets before packaging and mailing by certified mail, and writing statements of work for TEs. Surveys similar positions to negotiate prices per unit, interviewing, hiring, supervising and monitoring contract, and certifying invoices for payment.

The ESO performs as TCO with oversight of the DANTES/ECI testing program. TCO inventories, receives and safeguards tests, provides quality control/oversight of testing program and ensures timely mailing of tests, maintains a file of sign-in logs and all other related materials, as well as prepares and mails quarterly reports to appropriate agencies. ECI course examinations are ordered for members and members are notified of test arrival and scheduled for testing. All testing is monitored and answer sheets are forwarded to ECI for scoring. Examinees are required to present identification cards and sign-in for maintenance of statistics and validation of examinees.

Distance Learning. Negotiate with all necessary parties for scheduling of courses. Coordination of course schedules is conducted through unit training managers. Responsible for control, security, and coordination of maintenance for Distance Learning equipment and materials.

Customer Services. An education file is maintained on each member, records are kept of all transactions, test scores, college courses and grades earned. Customers are referred to other on and off base agencies or service providers. Recoupment procedures begin within 60 days of academic failures or withdrawals; waivers are granted if appropriate documentation is provided, tuition assistance forms are accomplished and letters of waiver to out-of-state tuition rates are provided to members. Forms are provided for veteran's administration benefits, to order transcripts progress reports for the CCAF, and various other categories.

2.1.5.4 Hours of Operation and Customers Supported

2.1.5.4.1 Buckley ANGB (821st SPTS)

2.1.5.4.1.1 Mission Support Flight. The 821st SPTS Mission Support Flight consists of the Mission Support Flight Commander, Information Management, Military Personnel Section, Education Services Section and the Community Support Section. Normal duty hours are 0730 - 1630, Monday through Friday.

UPRGs are maintained for one GSU, the 5th Space Warning Squadron (SWS), at Woomera Air Station Australia.

2.1.5.4.2 F.E. Warren AFB (90th MSS)

2.1.5.4.2.1 Military Personnel Flight (DPM). The 90th MSS Military Personnel Flight consists of the Flight Commander, Superintendent, Information Management, Personnel Relocations and Employment, Personnel Systems and Readiness, Career Enhancement, and Customer Service. Normal duty hours are 0730 - 1630 Monday through Friday. Extended hours are required for contingency operations, alerts, and local and higher headquarters exercises.

2.1.5.4.2.2 Civilian Personnel Flight (DPC). The 90th MSS Civilian Personnel Flight consists of the Flight Chief, Data Systems Support, Workforce Effectiveness and Affirmative Employment/Professional Development. Normal duty hours are 0730 - 1630, Monday through Friday.

2.1.5.4.2.3 Education Services Flight (DPE). The 90th MSS Education Services Flight consists of an Education Services Officer, Customer Service Section, Counseling Department and Budget/Finance Section. Normal duty hours are 0730 – 1630, Monday through Friday. Operating hours for Distance Learning vary due to the different time zones. On-base college classes may be scheduled to meet Monday through Friday from 0730 until 2230. Weekend classes may be scheduled and meet on Saturday or Sunday from 0800 until 1700 and some classes may meet on holidays.

2.1.5.4.3 Malmstrom AFB (341st MSS)

2.1.5.4.3.1 Military Personnel Flight (DPM). The 341st MSS Military Personnel Flight consists of the Flight Commander, Superintendent, Information Management, Personnel Relocations and Employment, Customer Support, and Personnel Systems and Readiness. Normal duty hours are 0730 - 1630, Monday through Friday.

2.1.5.4.3.2 Civilian Personnel Flight (DPC). The 341st MSS Civilian Personnel Flight consists of the Flight Chief, Affirmative Employment/Professional Development, Workforce Effectiveness and Data Systems. Normal duty hours are 0730 - 1630, Monday through Friday.

2.1.5.4.3.3 Education Services Flight (DPE). The 341st MSS Education Services Flight consists of an Education Services Officer, Customer Service Section, Counseling Department and Budget/Finance Section. Normal duty hours are 0730 – 1630, Monday through Friday. Operating hours for Distance Learning vary due to the different time zones. On-base college classes may be scheduled to meet Monday through Friday from 0730 until 2230. Weekend classes may be scheduled and meet on Saturday or Sunday from 0800 until 1700 and some classes may meet on holidays.

2.1.5.4.4 Patrick AFB (45th MSS)

2.1.5.4.4.1 Military Personnel Flight (DPM). The 45th MSS Military Personnel Flight consists of a Flight Commander, Superintendent, Information Management, Personnel Relocations and Employment, Customer Support, and Personnel Systems and Readiness. Normal duty hours are 0730 - 1630, Monday, Wednesday, and Friday and 0830 – 1630, Tuesday and Thursday.

2.1.5.4.4.2 Civilian Personnel Flight (DPC). The 45th MSS Civilian Personnel Flight consists of the Flight Chief, Affirmative Employment Position Classification, and Training, Data Management and Personnel Management. Normal duty hours are 0730 - 1630, Monday through Friday.

2.1.5.4.4.3 Education Services Flight (DPC). The 45th MSS Education Services Flight consists of an Education Services Officer, Customer Service Section, Counseling Department and Budget/Finance Section. Hours of operation are 0730 - 1630, Monday through Friday. Operating hours for Distance Learning vary due to the different time zones. On-base college classes may be scheduled to meet Monday through Friday from 0730 until 2230. Weekend classes may be scheduled and meet on Saturday or Sunday from 0800 until 1700 and some

classes may meet on holidays. Emergency situations caused by severe weather conditions, construction, or operational necessity may require use of education center outside of normal operating hours.

2.1.5.4.5 Peterson AFB (21st MSS)

2.1.5.4.5.1 Military Personnel Flight (DPM). The 21st MSS Military Personnel Flight consists of the Flight Commander, Superintendent, Information Management, Personnel Relocations and Employment, Customer Support, and Personnel Systems and Readiness. Normal duty hours are 0730 - 1630, Monday through Friday. Open to customers 0800 - 1600.

Customers include Peterson AFB; Cheyenne Mountain Air Base; Johnson Space Center; Ft Carson AIN (AF Personnel only); the 367th Recruiting Squadron; and Thule AB, Greenland. Provide specified service to all 21 SW GSUs at the following locations: Holloman AFB, NM; Woomera AS, Australia; Cape Cod, MA; Beale AFB, CA; Cavalier AS, ND; Thule AB, Greenland; Clear AS, AK; Misawa AB, Japan; Lackland AFB, TX; RAF Feltwell and RAF Edzell, UK; Stallion Range, NM; Diego Garcia, B.I.O.T.; Maui, HI; Edwards AFB, CA; and Eglin AFB, FL.

2.1.5.4.5.2 Civilian Personnel Flight (DPC). The 21st MSS Civilian Personnel Flight consists of a Civilian Personnel Flight Chief, Classification and Affirmative Employment and Work Force Effectiveness. Hours of operation are 0730 - 1630, Monday through Friday.

The Civilian Personnel Flight currently services one individual located at Woomera, Australia, and two individuals located at Thule AB, Greenland.

2.1.5.4.5.3 Education Services Flight (DPE). The 21st MSS Education Services Flight consists of an Education Services Officer, Customer Service Section, Counseling Department and Budget/Finance Section. Hours of operation are 0730 - 1630, Monday through Friday. Operating hours for Distance Learning vary due to the different time zones. On-base college classes may be scheduled to meet Monday through Friday from 0730 until 2230. Weekend classes may be scheduled and meet on Saturday or Sunday from 0800 until 1700 and some classes may meet on holidays. Emergency situations caused by severe weather conditions, construction, or operational necessity may require use of education center outside of normal operating hours.

The Education Services Flight services Cheyenne Mountain, Schriever AFB, Peterson AFB (including the 302nd Air Reserve Wing) and Thule AB.

2.1.5.4.6 Schriever AFB (50th MSS)

2.1.5.4.6.1 Military Personnel Flight (DPM). The 50th MSS Military Personnel Flight consists of consists of the Flight Commander, Superintendent, Information Management, Personnel Relocations and Employment, Customer Support, and Personnel Systems and Readiness. Normal duty hours are 0700 - 1600, Monday through Friday (Training is conducted on Fridays from 1300 – 1600).

2.1.5.4.6.2 Civilian Personnel Flight (DPC). Peterson AFB provides Civilian Personnel Flight support.

2.1.5.4.6.3 Education Services Flight (DPE). Peterson AFB provides Education Services Flight support.

2.1.5.4.7 Vandenberg AFB (30th MSS)

2.1.5.4.7.1 Military Personnel Flight (DPM). The 30th MSS Military Personnel Flight consists of the Flight Commander, Superintendent, Information Management, Personnel Relocations and Employment, Customer Support, and Personnel Systems and Readiness. Normal duty hours are 0730 - 1630, Monday through Friday.

2.1.5.4.7.2 Civilian Personnel Flight (DPC). The 30th MSS Civilian Personnel Flight consists of the Work Force Effectiveness Section, Classification and Staffing Section, and the Priority Placement Section. Normal duty hours are 0730 – 1630, Monday through Friday.

2.1.5.4.7.3 Education Services Flight (DPE). The 30th MSS Education Services Flight consists of an Education Services Officer, Customer Service Section, Counseling Department and Budget/Finance Section. Hours of operation are 0730 - 1630, Monday through Friday. Operating hours for Distance Learning vary due to the different time zones. On-base college classes may be scheduled to meet Monday through Friday from 0730 until 2230. Weekend classes may be scheduled and meet on Saturday or Sunday from 0800 until 1700 and some classes may meet on holidays. Emergency situations caused by severe weather conditions, construction, or operational necessity may require use of education center outside of normal operating hours.

2.1.6 Technology Utilized.

2.1.6.1 Buckley ANGB (821st SPTS)

2.1.6.1.1 Military Personnel Flight (DPM). The technology currently being utilized by the Military Personnel Flight is sufficient for the current operations. All sections within the flight use a computer and monitor with access to a printer. The computers have access to Sperry's PDS, PC-III, Oracle Human Resources, and the Internet. Software consists of Jet Form Flow Filler, and Microsoft Office.

2.1.6.1.2 Education Services Flight (DPE). The technology currently being utilized by the Education Services Flight is sufficient for the current operations. Technology utilized consists of a Air Technology Network (ATN) Satellite and all related hardware, test scanner, computer, disk drive, monitor, and printer. The computer accesses PC-III, Discover Program, Access, Jet Form Flow Filler, Typing Tutor, and the Internet. Software utilized consists of File Transfer Protocol (FTP) Client for Windows, and Microsoft Office.

2.1.6.2 F.E. Warren AFB (90th MSS)

2.1.6.2.1 Military Personnel Flight (DPM). The technology currently being utilized by the Military Personnel Flight is sufficient for the current operations. All sections within the flight use a computer and monitor with access to a printer. The computers have access to Sperry's PDS, PC-III, Oracle Human Resources, and the Internet. Software consists of Jet Form Flow Filler, and Microsoft Office.

2.1.6.2.2 Civilian Personnel Flight (DPC). The technology currently being utilized by the Civilian Personnel Flight is sufficient for the current operations. Civilian Training and Awards and

Decorations sections are required to use e-mail, Windows 97, MS Word, MS Excel, MS PowerPoint, Form Flow, and the Internet. Both sections are required to have access to the DCPDS, FPI, and limited usage of PCIII.

2.1.6.2.3 Education Services Flight (DPE). The technology currently being utilized by the Education Services Flight is sufficient for the current operations. Technology utilized consists of the Air Force PC III data system, locally developed "Ed" Computer system for appointments, testing and room scheduling, and ECCS98 for tuition assistance and CCAF tracking. "Ed" was written in Delphi 3 and Object Pascal 32 bit programming language. Data in "Ed" is stored in Borland Database Engine and the Paradox version 7 table structure. Shazam Report Wizard, Orpheus, and SysTools are also included. ECCS98 is written in Microsoft Access, version 7.

2.1.6.3 Malmstrom AFB (341st MSS).

2.1.6.3.1 Military Personnel Flight (DPM). The technology currently being utilized by the Military Personnel Flight is sufficient for the current operations. All sections within the flight utilize e-mail, Windows 97, MS Word, MS Excel, MS Access, MS PowerPoint, Form Flow, and the Internet. All sections have access to the Defense Military Personnel Data System (DMPDS) and PCIII. Records Management currently uses Lotus 2.1 to track who signed out a UPRG when returned.

2.1.6.3.2 Civilian Personnel Flight (DPC). The technology currently being utilized by the Civilian Personnel Flight is sufficient for the current operations. Civilian Training and Awards and Decorations sections are required to use e-mail, Windows 97, MS Word, MS Excel, MS PowerPoint, Form Flow, and the Internet. Both sections are required to have access to the Defense Civilian Personnel Data System (DCPDS), Functions Process Improvements (FPI), and limited usage of PCIII.

2.1.6.3.3 Education Services (DPE). The technology currently being utilized by the Education Services Flight is sufficient for the current operations. All functions within the flight are required to use e-mail, Windows 97, MS Word, MS Excel, MS PowerPoint, Form Flow, and the Internet. Also, they use ECCS98 program and PC III system for updates and tracking students.

2.1.6.4 Patrick AFB (45th MSS)

2.1.6.4.1 Military Personnel Flight (DPM). The technology currently being utilized by the Military Personnel Flight is sufficient for the current operations. Technology consists of email (MS Outlook), the Internet, and software packages such as Windows 97, MS Word, MS Excel, MS Access, MS PowerPoint, and Form Flow. Additionally, sections have access to the DMPDS and PCIII.

2.1.6.4.2 Civilian Personnel Flight. The technology currently being utilized by Civilian Training is sufficient for the current operations. Technology consists of email (MS Outlook), the Internet, and software packages such as Windows 97, MS Word, MS Excel, MS Access, MS PowerPoint, and Form Flow. Additionally, sections have access to the DCPDS and PCIII.

2.1.6.4.3 Education Services. The technology currently being utilized by the Education Services Flight is sufficient for the current operations. Technology used consists of the ECCS98 and PCIII. Office automation consists of Pentium workstations and printers networked through 45 Space Wing Local Area Network (LAN). The testing program uses OpScan 3 Scanner for scanning DANTES and CLEP exams for pass/fail rate for counseling purposes only. ECI/PME

testing uses one stand alone IBM Pentium PC for CD-ROM courses. The Distance Learning Program uses the ATN Downlink Receive Site consisting of Integrate Receiver Decoder (IRD) videocassette recorders, television, fax machine, and microphones for two-way video teleconferencing.

2.1.6.5 Peterson AFB (21st MSS)

2.1.6.5.1 Military Personnel Flight (DPM). The technology currently being utilized by the Military Personnel Flight is sufficient for the current operations. The Military Personnel Flight currently utilizes DoD technology/software that is termed the PDS. All areas also use 21 NET, e-mail, LAN, copy machine, fax machines, computers, pertinent software found in Microsoft Office, and Basic Attributes Testing Machine (Military Testing). The Kardex Laktriever automated records storage system is also used. Basic Attributes Testing for flying candidates consists of a PC-based testing machine.

2.1.6.5.2 Civilian Personnel Flight (DPC). The technology currently being utilized by the Civilian Personnel Flight is sufficient for the current operations. Technology utilized consists of the DCPDS and Defense Civilian Pay System (DCPS) to process and pay civilian personnel for awards received.   Utilizes 21 NET, e-mail, and LAN/wide area network (WAN). Additionally, the Civilian Training section utilizes the TMS, DCPDS, PARIS software, and Personnel Process Improvements (PPI).

2.1.6.5.3 Education Services Flight (DPE). The technology currently being utilized by the Education Services Flight is sufficient for the current operations. The Education Services Flight utilizes the base PCIII and ECCS98.

2.1.6.6 Schriever AFB (50th MSS)

2.1.6.6.1 Military Personnel Flight (DPM). The technology currently being utilized by the Military Personnel Flight is sufficient for the current operations. The Military Personnel Flight utilizes Pentium computers and printers connected to the LAN and applicable PDSs. Software utilized consists of MS Word, MS PowerPoint, MS Excel, Internet Explorer, and MS Outlook. Additionally, Distance Learning equipment and a Kardex Lektriever system are used.

2.1.6.7 Vandenberg AFB (30th MSS)

2.1.6.7.1 Military Personnel Flight (DPM). The technology currently being utilized by the Military Personnel Flight is sufficient for the current operations. Technology consists of personal computers and printers. Computers require access to the Advanced Personnel Data System (APDS) and the PCIII system. Software consists of MS Office Professional.

2.1.6.7.2 Civilian Personnel Flight (DPC). The technology currently being utilized by the Civilian Personnel Flight is sufficient for the current operations. Technology used consists of a DCPDS, FPI, computers, and various MS Office programs.

2.1.6.7.3 Education Services Flight (DPE). The technology currently being utilized by the Education Services Flight is sufficient for the current operations. Technology used consists of a LAN, computers, CD-ROM databases, printers, scanners, VCR's, televisions, satellite equipment, and projection systems.

2.1.7 Workload Data.

2.1.7.1 Buckley ANGB (821st SPTS)

2.1.7.1.1 Military Personnel Flight (DPM)

2.1.7.1.1.1 Military Personnel Records Management. A projected change to the workload is the continued build-up of Detachment 1, 21 SW, Space Based Infrared Warning System (SBIRS) Squadron, and the deactivation of 5 SWS.

2.1.7.1.1.2 Military Awards and Decorations. A projected change to the workload is the continued build-up of Detachment 1, 21 SW SBIRS Squadron, and the deactivation of 5 SWS at Woomera, 11 SWS at Schriever AFB, CO.

2.1.7.1.1.3 Formal Training. A projected change to the workload is the continued build-up of Detachment 1, 21 SW, SBIRS Squadron, and the deactivation of 5 SWS.

2.1.7.1.1.4 Base Training Management. A projected change to the workload is the continued build-up of Detachment 1, 21 SW, SBIRS, and the deactivation of 5 SWS.

2.1.7.1.1.5 Military Testing. A projected change to the workload is the continued build-up of Detachment 1, 21 SW, SBIRS Squadron.

2.1.7.1.2 Education Services Flight (DPE). A projected change to the workload is the continued build-up of Detachment 1, 21 SW, SBIRS Squadron and the deactivation of 5 SWS. A non-personal service contract is used to provide Testing Administrator services.

2.1.7.2 F.E. Warren AFB (90th MSS)

2.1.7.2.1 Military Personnel Flight (DPM). A slight increase in workload is expected due to the addition of the 721st Mobile Command and Control Squadron (MCCS).

2.1.7.2.2 Civilian Personnel Flight (DPC). No increase or decrease in the current workload is anticipated.

2.1.7.2.3 Education Services Flight (DPE). A slight increase in workload is expected due to the addition of the 721st Mobile Command and Control Squadron (MCCS). A non-personal service contract is used to provide Testing Administrator services.

2.1.7.3 Malmstrom AFB (341st MSS).

2.1.7.3.1 Military Personnel Flight (DPM).

2.1.7.3.1.1 Unit Personnel Records Group (UPRG) Management. No increase or decrease in the current workload is anticipated.

2.1.7.3.1.2 Military Awards and Decorations. No increase or decrease in the current workload is anticipated.

2.1.7.3.1.3 Formal Training. No increase or decrease in the current workload is anticipated.

2.1.7.3.1.4 Base Training Management. No increase or decrease in the current workload is anticipated.

2.1.7.3.1.5 Military testing. No increase or decrease in the current workload is anticipated.

2.1.7.3.2 Civilian Personnel Flight (DPC)

2.1.7.3.2.1 Civilian Training. No increase or decrease in the current workload is anticipated. A manpower authorization was not identified for this workload.

2.1.7.3.2.2 Civilian Awards and Decorations. No increase or decrease in the current workload is anticipated. Manpower authorizations were not identified for this workload.

2.1.7.3.3 Education Services Flight (DPE)

2.1.7.3.3.1 Education Services. No increase or decrease in the current workload is anticipated. Non-personal service contracts are used to provide Testing Administrator and Education Advisor services.

2.1.7.4 Patrick AFB (45th MSS)

2.1.7.4.1 Military Personnel Flight. No increase or decrease in the current workload is anticipated.

2.1.7.4.2 Civilian Personnel Flight. No change in workload is anticipated. There are currently no backlogs in this section.

2.1.7.4.3 Education Services Flight. No increase or decrease in the current workload schedule is anticipated. Non-personal service contracts are used to provide Testing Administrator and Education Advisor services.

2.1.7.5 Peterson AFB (21st MSS)

2.1.7.5.1 Military Personnel Flight (DPM). No anticipated change in workload is anticipated.

2.1.7.5.2 Civilian Personnel Flight (DPC). No increase or decrease in the current workload is anticipated.

2.1.7.5.3 Education Services Flight (DPE). No increase or decrease in the current workload is anticipated. A non-personal service contract is used to provide Testing Administrator services.

2.1.7.6 Schriever AFB (50th MSS)

2.1.7.6.1 Military Personnel Flight (DPM). No increase or decrease in the current workload is anticipated.

2.1.7.7 Vandenberg AFB (30th MSS)

2.1.7.7.1 Military Personnel Flight (DPM). No increase or decrease in the current workload is anticipated.

2.1.7.7.2 Civilian Personnel Flight (DPC). No increase or decrease in the current workload is anticipated.

2.1.7.7.3 Education Services Flight (DPE). No increase or decrease in the current workload is anticipated.

2.1.8 Personnel Analysis. The numbers shown in figures below include only functions with positions under study.

2.1.8.1 Buckley ANGB (821st SPTS)

2.1.8.1.1 Authorizations. The FY 99/2 authorizations for the 821st SPTS are 162, 6 of which are included in this study. The numbers listed in Figure 1 serve as a baseline for the cost comparison study.

NOTE: Per the Unit Manning Document (UMD), there are only two Organizational Structure Codes (OSC) reflected for the above listed areas under study.

OSC	OSC Name	99/2 Auth	Under Study	Current Assigned
DPM	Military Personnel	32	2	2
DPE	Education Services	6	4	4
	TOTAL	**38**	**6**	**6**

Figure 1. Buckley ANGB 821 SPTS Authorizations

2.1.8.1.2 Contractors. Contractors working in the functions under study are shown in Figure 2.

Section	Grade	AFSC	Weekly Hours
DPE - Test Examiner	N/A	N/A	4

Figure 2. Buckley ANGB 821 SPTS Contractors

Non-personal services contract is used to administer DANTES tests.

2.1.8.2 F.E. Warren AFB (90th MSS)

2.1.8.2.1 Authorizations. The FY 99/2 authorizations for the 90TH MSS are 74, 9 of which are included in this study. The numbers listed in Figure 3 serve as a baseline for the cost comparison study.

OSC	OSC Name	99/2 Auth	Under Study	Current Assigned
DPCE*	Work Force Effectiveness	2	0	1
DPE	Education Services	5	3	5
DPMAE	PERS Employment	5	1	5
DPMAT	Base Training	2	2	3
DPMPE	Career Enhancement	9	2	9
DPMPS	Customer Service	6	1	6
	TOTAL	**29**	**9**	**29**

Figure 3. F.E. Warren AFB 90th MSS Authorizations

*No manpower authorizations were identified for this study. Civilian Training and Civilian Awards and Decorations workload are performed by positions earned for other Civilian Personnel Flight responsibilities.

2.1.8.2.2 Contractors. Contractors working in the functions under study are shown in Figure 4.

Section	Grade	AFSC	Weekly Hours
DPE - Test Examiner	N/A	N/A	20
DPE - Assistant Education Advisor	N/A	N/A	20

Figure 4. F.E. Warren AFB 90th MSS Contractors

Non-personal services contract is used to administer DANTES tests and CCAF advising.

2.1.8.3 Malmstrom AFB (341st MSS).

2.1.8.3.1 Authorizations. The FY 99/2 authorizations for the 341st MSS are 78, 9 of which are included in this study. The numbers listed in Figure 5 serve as a baseline for the cost comparison study.

OSC	OCS Name	99/2 Auth	Under Study	Current Assigned
DPCC	Position Management	2	0	2
DPCE	Work Force effectiveness	2	0	2
DPE	Education	5	3	5
DPMAE	PERS Employment	5	1	5
DPMAT	Base Training	2	2	2
DPMPE	Career Enhancement	12	2	12
DPMPS	Customer Service	7	1	7
	TOTAL	**35**	**9**	**35**

Figure 5. Malmstrom AFB 341st MSS Authorizations

2.1.8.3.2 Contractors. Contractors working in the functions under study are shown in Figure 6.

Section	Grade	AFSC	Weekly Hours
DPE - CCAF Advisor	N/A	N/A	15
DPE – Testing Administration	N/A	N/A	12

Figure 6. Malmstrom AFB 341st MSS Contractors

Non-personal services contract is used to administer DANTES tests and CCAF Advising.

2.1.8.4 Patrick AFB (45th MSS)

2.1.8.4.1 Authorizations. The FY 99/2 authorizations for the 45th MSS are 77, 9 of which are included in this study. The numbers listed in Figure 7 serve as a baseline for the cost comparison study.

OSC	OCS Name	99/2 Auth	Under Study	Current Assigned
DPCC	Position Management	11	0	10
DPCE	Work Force Effectiveness	6	0	5
DPE	Education	5	3	5
DPMAT	Base Training	3	3	3
DPMPE	Career Enhancement	7	2	7
DPMPS	Customer Service	8	1	6
	TOTAL	40	9	36

Figure 7. Patrick AFB 45th MSS Authorizations

On 4 Feb 99, Education Services Flight received an additional 3S251 SSgt requirement to support the USSSOUTHCOM AFELM of 285 people.

2.1.8.4.2 Contractors. Contractors working in the functions under study are shown in Figure 8.

Section	Grade	AFSC	Weekly Hours
DPE – Testing Administrator/Education Advisor (Counselor)		N/A	35

Figure 8. Patrick AFB 45th MSS Contractors

Non-personal services contract is used to administer DANTES tests and CCAF advising.

2.1.8.5 Peterson AFB (21st MSS)

2.1.8.5.1 Authorizations. The FY 99/2 authorizations for the 21st MSS are 113, 17 of which are included in this study. The numbers listed in Figure 9 serve as a baseline for the cost comparison study.

OSC	OCS Name	99/2 Auth	Under Study	Current Assigned
DPCE	Workforce Effectiveness	6	1	9
DPE	Education Services	9	7	8
DPMAE	Employment-Formal Training	6	2	2
DPMAT	Base Training	3	3	3
DPMPE	Career Enhancement	15	3	6
DPMPS	Customer Service	9	1	8
	TOTAL	48	17	36

Figure 9. Peterson AFB 21st MSS Authorizations

2.1.8.5.2 Contractors. Contractors working in the functions under study are shown in Figure 10.

Section	Grade	AFSC	Weekly Hours
DPE (education) Testing Administrator	N/A	N/A	21-26

Figure 10. Peterson AFB 21st MSS Contractors

Non-personal services contract is used to administer DANTES tests and CCAF advising.

2.1.8.6 Schriever AFB (50th MSS)

2.1.8.6.1 Authorizations. The FY 99/2 authorizations for the 50th MSS are 74, 6 of which are included in this study. The numbers listed in Figure 11 serve as a baseline for the cost comparison study.

OSC	OCS Name	99/2 Auth	Under Study	Current Assigned
DPM	Military Personnel	30	3	32
DPMAT	Base Training	3	3	3
	TOTAL	**33**	**6**	**35**

Figure 11. Schriever AFB 50th MSS Authorizations

2.1.8.7 Vandenberg AFB (30th MSS)

2.1.8.7.1 Authorizations. The FY 99/2 authorizations for the 30th MSS are 100, 14 of which are included in this study. The numbers listed in Figure 12 serve as a baseline for the cost comparison study.

OSC	OCS Name	99/2 Auth	Under Study	Current Assigned
DPC	Civilian Personnel	20	0	17
DPE	Education Services	5	3	5
DPMAE	Employment-Formal Training	9	1	4
DPMAT	Base Training	6	6	4
DPMPE	Career Enhancement	10	3	7
DPMPS	Customer Service	3	1	6
	TOTAL	**53**	**14**	**43**

Figure 12. Vandenberg AFB 30th MSS Authorizations

2.1.9 Material Analysis.

2.1.9.1 Buckley ANGB (821st SPTS). The materials used by the 821st SPTS Military Personnel Flight and Education Services Flight functions are general office supplies and are sufficient to accomplish the mission. This list is not meant to be all-inclusive; however, it provides a basic idea of the material used by this element.

2.1.9.2 F.E. Warren AFB (90th MSS). The materials used by the MSS are general office supplies and are sufficient to accomplish the mission. This list is not meant to be all-inclusive; however, it provides a basic idea of the materials used by this element.

2.1.9.3 Malmstrom AFB (341st MSS). The materials used by MSS functions are general office supplies and are sufficient to accomplish the mission. This list is not meant to be all-inclusive; however, it provides a basic idea of the materials used by this element.

2.1.9.4 Patrick AFB (45th MSS). The materials used by MSS functions are general office supplies and are sufficient to accomplish the mission. This list is not meant to be all-inclusive; however, it provides a basic idea of the materials used by this element.

2.1.9.5 Peterson AFB (21st MSS). The materials used by MSS functions are general office supplies and are sufficient to accomplish the mission. This list is not meant to be all-inclusive; however, it provides a basic idea of the materials used by this element.

2.1.9.6 Schriever AFB (50th MSS). The materials used by MSS functions are general office supplies and are sufficient to accomplish the mission. This list is not meant to be all-inclusive; however, it provides a basic idea of the materials used by this element.

2.1.9.7 Vandenberg AFB (30th MSS). The materials used by MSS functions are general office supplies and are sufficient to accomplish the mission. This list is not meant to be all-inclusive; however, it provides a basic idea of the materials used by this element.

2.1.10 Equipment Analysis.

2.1.10.1 Buckley ANGB (821st SPTS). Equipment currently being utilized is adequate to support the mission. Equipment such as computers, monitors, printers, fax machines, copiers, microfiche viewers, overhead projectors, PowerPoint projectors, shredders, marker board, student desks, televisions, videocassette recorders, ATN satellite with applicable hardware, and classified information safes are utilized. This list is not meant to be all-inclusive; however, it provides a basic idea of the equipment used by this element

2.1.10.2 F.E. Warren AFB (90th MSS). Equipment currently being utilized is adequate to support the mission. Equipment such as computers, facsimile machines, and copiers are utilized. The Education Center has two satellite systems and each classroom (12 total) has a color television, VCR, 486 computer, overhead projector, and television/PC converter. This list is not meant to be all-inclusive; however, it provides a basic idea of the equipment used by this element.

2.1.10.3 Malmstrom AFB (341st MSS). Equipment currently being utilized is adequate for the current operation. Equipment such as computers, facsimile machines, copiers, projectors, and typewriter are utilized. This list is not meant to be all-inclusive; however, it provides a basic idea of the equipment used by this element.

2.1.10.4 Patrick AFB (45th MSS). Equipment currently being utilized is adequate to support the mission. Equipment such as computers, facsimile machines, copiers, projectors, and typewriter are utilized. This list is not meant to be all-inclusive; however, it provides a basic idea of the equipment used by this element.

2.1.10.5 Peterson AFB (21st MSS). Equipment currently being utilized is adequate to support the mission. Equipment such as computers, facsimile machines, and copiers are utilized. This list is not meant to be all-inclusive; however, it provides a basic idea of the equipment used by this element.

2.1.10.6 Schriever AFB (50th MSS). Equipment currently being utilized is adequate to support the mission. Equipment such as computers, facsimile machines, and copiers are utilized. This list is not meant to be all-inclusive; however, it provides a basic idea of the equipment used by this element.

2.1.10.7 Vandenberg AFB (30th MSS). Equipment currently being utilized is adequate to support the mission. Equipment such as computers, facsimile machines, and copiers are adequate for the current operation. This list is not meant to be all-inclusive; however, it provides a basic idea of the equipment used by this element.

2.1.11 Facility Analysis.

2.1.11.1 Buckley ANGB (821st SPTS)

2.1.11.1.1 Military Personnel Flight (DPM).

2.1.11.1.1.1 Military Personnel Records Management. The Military Personnel Records Management section maintains offices in building T-12. The Records Management section occupies approximately 384 square feet.

2.1.11.1.1.2 Awards and Decorations. The Military Awards and Decorations section maintains offices in building T-12. The Awards and Decorations section occupies approximately 64 square feet.

2.1.11.1.1.3 Formal Training. The Formal Training section maintains offices in building T-12. The Formal Training section occupies approximately 64 square feet.

2.1.11.1.1.4 Base Training Management. The Base Training Management section maintains offices in building T-12. The Base Training Management section occupies approximately 64 square feet.

2.1.11.1.1.5 Military Testing. The Military Testing section maintains offices in building T-12. The Military Training section occupies approximately 244 square feet.

2.1.11.1.2 Education Services Flight (DPE). The Education Services Flight maintains offices in building T-12. The Education Services Flight occupies approximately 1,590 square feet.

2.1.11.2 F.E. Warren AFB (90th MSS)

2.1.11.2.1 Military Personnel Flight (DPM). The Military Personnel Flight maintains offices in building 232 and occupies approximately 17,000 square feet.

2.1.11.2.2 Education Services Flight (DPE). Education Center. The Education Center maintains offices in building 841 and occupies approximately 16,000 square feet.

2.1.11.3 Malmstrom AFB (341st MSS)

2.1.11.3.1 Military and Civilian Personnel (DPM and DPC). Military Personnel and Civilian Personnel are located in building 1191 and occupies approximately 2004 square feet total; however, total space offered for military and civilian personnel is 1740 square feet.

2.1.11.3.2 Education Services Flight (DPE).

2.1.11.3.2.1 Education Center. The Education Center maintains offices in building 1240 and occupies approximately 19892.8 square feet.

2.1.11.4 Patrick AFB (45th MSS)

2.1.11.4.1 Military Personnel Flight. The Military Personnel Flight maintains offices in building 537.

2.1.11.4.1.1 The Records Section occupies approximately 190 square feet.

2.1.11.4.1.2 The Awards and Decorations Section occupies approximately 100 square feet.

2.1.11.4.1.3 The Testing Section occupies approximately 840 square feet.

2.1.11.4.1.4 The Formal Training Section occupies approximately 100 square feet.

2.1.11.4.1.5 The On-the-Job Training Section occupies approximately 200 square feet.

2.1.11.4.2 Civilian Personnel Flight. The Civilian Personnel Flight maintains offices in building 536. The Civilian Training Function and Awards and Decorations occupy approximately 1452 square feet.

2.1.11.4.3 Education Services Flight. The Base Education Flight maintains offices in building 998 and occupies approximately 9,708 square feet.

2.1.11.5 Peterson AFB (21st MSS)

2.1.11.5.1 Military Personnel Flight (DPM). The Military Personnel Flight maintains offices in building 350 and occupies approximately 2,214 square feet.

2.1.11.5.2 Civilian Personnel Flight (DPC). The Civilian Personnel Flight maintains offices in building 350 and occupies approximately 70 square feet.

2.1.11.5.3 Education Services Flight (DPE)

2.1.11.5.3.1 Education Office. The Education Office maintains offices in building 1141 and occupies approximately 5,604 square feet.

2.1.11.6 Schriever AFB (50th MSS)

2.1.11.6.1 Records. The Records Section maintains offices in building 300 and occupies approximately 800 square feet.

2.1.11.6.2 Awards and Decorations. The Awards and Decorations Section maintain offices in building 300 and occupies approximately 800 square feet.

2.1.11.6.3 Formal Training. The Formal Training Section maintains offices in building 300 and occupies approximately 800 square feet.

2.1.11.6.4 Base Training. The Base Training Section maintains offices in building 608 and occupies 700 square feet (to include the testing room).

2.1.11.6.5 Testing. The Testing Sections is maintained in building 300 and occupies 580 square feet (to include the testing room).

2.1.11.7 Vandenberg AFB (30th MSS)

2.1.11.7.1 Records Management. The Records Management Section occupies office space in building 11777. A cubicle of 8' X 8' and area measuring 2'- 4½" X 1' - 0" X 5'-0" are used.

2.1.11.7.2 Military Testing. The Military Testing Section occupies office space in building 11777. A work area measuring 11' 10" X 9' 3" is used.

2.1.11.7.3 Awards and Decorations. The Military Awards and Decorations Section occupies office space in building 11777. A cubicle of 8' X 8' is used.

2.1.11.7.4 Formal Training. The Formal Training Section occupies office space in building 11777, room C-220.   Two cubicles of 8 X 8 feet are used.

2.1.11.7.5 Civilian Personnel Flight. The Civilian Personnel Flight maintains offices in building 11777.

2.1.11.7.6 Education Services. The Education Services Flight maintains offices and classrooms in buildings 14001, 14002, 14003, 14004, 14005, 14006, 14007, 14008, 14009 and 14010. The Education Services Flight occupies approximately 33,888 square feet.

3. DISCUSSION OF ORGANIZATION AND OPERATIONS

Functional staffing, which includes determining full time equivalents (FTE), skill levels, and job series was determined in a working group environment. An operational audit (OA) was used to measure the direct workload for each SOW requirement. Direct work defines productive work that directly relates to a work center producing a product. It also defines work that is in direct support of the mission. The measured data (time per occurrence) is based on technical estimates and historical records provided by functional experts. Measured man-hours were allocated to the functional elements where the work was being performed. The total man-hours for each element were then divided by 148 (Manpower Availability Factor (MAF) for civilians) to derive the fractional manpower for each element. The measurement summary data is included in attachment 4. Finally, the fractional manpower was used, as a guide in determining the FTEs required for the new organizational structure. Consolidation, multi-skill development, and cross-utilization of personnel were key factors in determining the final FTE requirements.

After completion of the OA, which measured direct workload, the MEO team measured indirect workload in order to fully and accurately account for all work performed in a given work center. Indirect work defines productive work that must be done, but does not directly relate to the work center producing a product. Unlike direct work, it does not directly support the mission. Because of the geographical separation of the areas under study, it was not practical to conduct time studies of the indirect labor at each base. Therefore, Air Force Manpower Standard (AFMS) 00AA, "Standard Indirect Description" was used to derive the Standard Indirect Allowable Manpower (SIAM). This AFMS provides a Standardized Indirect Description (SID) and standardized indirect task times. These predetermined man-hours use standardized indirect tasks that are common to most Air Force work centers. Because the MEO will be an all-civilian workforce, the SIDs related to military personnel, as well as those SIDS not related to the Support functions under study were eliminated. After careful analysis, 17% was used. The SIAM takes into consideration that fewer indirect man-hours would be required in an all-civilian workforce. Also, the SIAM was not applied to educational guidance counselors, which will be provided by a contractor. The SIAM Analysis is included in attachment 5.

3.1 MISSION SUPPORT SQUADRON

3.1.1 Mission. For flight and element Mission Statements, refer to Part 2. The basic mission will not change for functions under study.

3.1.2 Responsibility of Essential Functions. In order to effectively assess and evaluate the Military Personnel, Civilian Personnel, and Education Services activities, the organizations at each of the seven bases were studied as a whole in recognition of the potential efficiencies that could be gained. Within each of the base organizations, a flattening of the organization with appropriate multi-skilled managers and workers will ensure a more effective use of personnel resources. Within the current structure, the MEO team discussed the advantages of consolidating several work centers within the current organizations as well as across functions under study. As such, where feasible, consolidation of like functions and the use of multi-skilled personnel were pursued.

All responsibilities of the current functions under study were analyzed for SOW coverage, duplication of effort, and overlapping of duties.

3.1.3 Organization Chart. Because only portions of the flights or processes within the flights are under study, reengineering of the structure is necessary. Process duplication is prevalent throughout these organizations. Additionally, as is typical in a military organization, staffing is designed to promote training and advancement without regard to efficiency. The present organization is not structured to operate as effectively and efficiently as possible; however, after going through the A-76 process and reengineering the organization, functions will require less oversight and merging like functions will flatten the organizational structure. The reorganization set forth in Part 4 of the Management Plan will discuss the streamlining of processes, consolidating functions, and merging like duties within and across functional lines. This will increase efficiency through the elimination of process duplication and greater sharing of resources.

3.1.4 Unit Manpower Document. Authorizations are not consistent with workload volume based on the OA. Authorizations provided by the Air Force manpower standards exceeded actual workload volumes resulting in manpower in excess of what was required for the current organization. This excess of manpower drove an organizational structure that does not lend itself to efficiencies. Flights and elements are restricted from cross-utilization of personnel, material, equipment, and facilities with other customer support elements.

3.1.5 Operation Procedures. Within the parameters of a military organization, the operational procedures are effective. However, most processes within the functions under study do not efficiently integrate manning, material, and equipment. Therefore, the total workforce does not support an efficient process oriented environment due to the lack of multi-skill workers. Research revealed elements within the flights, as well as across the flights, performed the same or similar tasks. However, the MEO is designed around and focused on process management. Consolidating similar processes within the three flights will eliminate inherent idle time, ensure full utilization of all resources, and result in vastly improved operations. Part 4 of the Management Plan addresses a more efficient way of accomplishing the workload.

Research and discussion among the functional representatives revealed the following inhibitors to efficiency.

- A duplication of effort is being performed by other work centers within the flights.
- Individual PDS inputs are time consuming.
- Multiple wing policies and individual base procedures are inconsistent.
- Accomplishing the work of other organizations, i.e., base units.
- A lack of process standardization.

3.1.6 Technology Review. A thorough review was conducted on the availability of labor saving devices in conjunction with the process evaluation. Existing technology, i.e., government-furnished property, is adequate for the future organization.

3.1.7 Workload Data. Workload was reviewed and not expected to change except for those areas identified in Part 2 of the Management Plan.

3.1.8 Personnel Analysis. The current organizational structure supports a typical military operation. Because the MEO is based on an all-civilian workforce, uniquely military activities and overhead positions can be eliminated with no impact to the mission. Workload is specialized and single-task oriented; therefore, reorganization and reengineering will result in appropriate levels of leadership, consolidation of like functions, and the creation of a multi-skilled workforce.

3.1.9 Material Analysis. Future material expenditures will be reduced through reengineering of processes and the centralization of functions.

3.1.10 Equipment Analysis. The government furnished equipment (GFE) listed in the SOW was reviewed and determined to be sufficient for the MEO.

3.1.11 Facility Analysis. The current facilities are conducive to smooth and efficient operations, however a new organization facility analysis should stress process centralization.

4. RECOMMENDATIONS

4.1 HUMAN RESOURCES MANAGEMENT SERVICES

4.1.1 Mission. Human Resources Management Services (HRMS) provides comprehensive education, Distance Learning, training, and testing services to the installation. Human Resources Management Services also administers the Awards and Decorations program as well as maintaining the Unit Personnel Records Group. Human Resources Management Services serves the wing, DoD tenant organizations, GSUs, military members and their dependents, civilian personnel, and retirees.

4.1.2 MEO Organization Charts. The Most Efficient Organization will consist of six flights: Buckley Human Resources Management Services Flight, F. E. Warren Human Resources Management Services Flight; Malmstrom Human Resources Management Services Flight; Patrick Human Resources Management Services Flight; Vandenberg AFB Human Resources Management Services Flight, and a Regional Human Resources Management Services Flight (consisting of personnel at Peterson AFB and Schriever AFB). Each flight will be directed by a flight chief who is responsible for overall direction of the flight and will report directly to the MSS Commander (SPTS Commander for BucKley HRMS Flight) at their respective base. The MSS/CC or SPTS/CC from each base are included in the organization chart to illustrate the chain of command. They are not considered part of the study.

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                    ┌─────────────────┐
                    │   21 MSS/CC     │
                    │ Peterson AFB CO │
                    └────────┬────────┘
                    ┌────────┴────────┐
                    │  Regional Human │
                    │Resources Management│
                    │ Services Flight │
                    └────────┬────────┘
              ┌──────────────┴──────────────┐
      ┌───────────────┐            ┌───────────────┐
      │Peterson AFB CO│            │Schriever AFB CO│
      │   Section     │            │   Section     │
      └───────────────┘            └───────────────┘
```

30 MSS/CC Vandenberg AFB CA	45 MSS/CC Patrick AFB FL	90 MSS/CC FE Warren AFB WY	341 MSS/CC Malmstrom AFB MT	821 SPTS/CC Buckley ANGB CO
Human Resources Management Services Flight	Human Resources Management Services Flight	Human Resources Management Services Flight	Human Resources Management Services Flight	Human Resources Management Services Flight

Chart 14. MEO Organization

The OA data at attachment 4 was used as a guide in determining the manning/staffing. The OA was driven by the SOW requirements. The FTE authorizations required to staff the MEO are as shown in Figure 13. It does not include sub-contract requirements.

Buckley Human Resources Management Services Flight	4
F. E. Warren Human Resources Management Services Flight	8
Malmstrom Human Resources Management Services Flight	8
Patrick Human Resources Management Services Flight	8

Vandenberg Human Resources Management Services Flight	8
Regional Human Resources Management Services Flight	16.5
TOTAL	52.5

Figure 13. MEO FTE Authorizations

4.1.3 Unit Manning Document. HQ AFSPC/XPM will prepare a UMD to incorporate proposed manpower authorizations needed by the MEO should the contract stay in-house. The recommended organizational structure for the MEO will follow Air Force standard Organization Structure Codes (OSC) where possible.

4.1.4 Responsibility of Essential Functions. The unique nature of services required alleviates the need for multiple elements within flights, thereby, flattening the organization and reducing supervision levels.

The MEO will consist of six flights: Buckley Human Resources Management Services Flight, F.E. Warren Human Resources Management Services Flight, Malmstrom Human Resources Management Services Flight; Patrick Human Resources Management Services Flight, Vandenberg Human Resources Management Services Flight; and a Regional Human Resources Management Services Flight (consisting of personnel at Peterson AFB and Schriever AFB). Each flight is structured with one chief and multi-functional personnel. Flight chiefs will report to the MSS Commander (SPTS Commander for Buckley). The Flight Chief will provide policy direction, as well as contracting and policy coordination.

4.1.4.1 Supervisory Personnel Services. Manages the day-to-day operations of the Human Resource Management Flight to include Education Services, Awards and Decorations, Base Training, Testing, Formal and Civilian Training, and Military Personnel Records Management.

- Performs first level supervisory personnel management responsibilities.

- Structures assignments and reviews work of subordinates based on priorities and deadlines, selective consideration of the difficulty and requirements of assignments, and the capabilities of employees.

- Assures that mission and accuracy requirements are met.

- Selects employees; hears and resolves grievances and complaints; initiates and advocates appropriate corrective and/or adverse action for performance or conduct; schedules and grants leave; identifies training needs; and develops and implements training plans.

- Applies Equal Employment Opportunity (EEO) principles and requirements to all personnel management actions and decisions, and ensures all personnel are treated in a manner free of discrimination.

- Advises employees in advance of performance expectations.

- Appraises performance within established Air Force guidelines and time frames. Provides and advocates appropriate recognition and feedback for employee performance and contribution, using the full range of honorary and monetary awards.

- Periodically reviews organization structures and functional assignments.

- Ensures education in and compliance with security directives and good safety and health directives in all work areas.

- Provides coordination between the flight and the MSS Commander.

- Develops annual budget and resource requirements to meet program objectives.

- Ensures the collection of data necessary to support the triennial Base Education Services Plan and the quarterly Tuition Assistance report.

- Provide professional counseling to assist clients in determining and attaining career and academic goals.

4.1.4.1.1 Education Services Specialist. Provides quality services in the area of general education services, tuition assistance, and educational counseling.

- Provides information, interviews, counsels and advises eligible personnel in regards to center operations and their educational or vocational goals.

- Performs military personnel support in one or more military personnel programs, operations, or functions.

- Coordinates and schedules classroom use for both academic institutions and military organizational requirements.

- Administers education-related tests as required.

- Coordinates the Air Force Tuition Assistance Program and performs quality control on all Tuition Assistance accounts to ensure completeness and accuracy of monetary calculations and personal data entries.

- Administers the Distance Learning Program and the Computer Based Training Program.

- Performs military personnel support in one or more military personnel programs, operations, or functions. Administers military personnel related tests as required. Assists in a variety of program areas as required, to include Awards & Decorations, Military and Civilian Training, and UPRG Management.

- Updates, inquires, and processes actions through the Personnel Data System and Defense Joint Military Pay System (DJMS). Reviews products to identify and assists in correcting mismatched data in Personnel Data System and DJMS. Reviews records and verifies data affecting personnel.

4.1.4.1.2 Education Technician. Provides quality customer service to efficiently process a multitude of information relating to customer records and administrative support to education services programs and military personnel programs.

- Serves as a customer service representative.

- Schedules appointments as necessary.

- Advises and assists customers on educational procedures and requirements and tuition assistance.

- Refers customers to outside agencies, on-base and off-base educational institutions, Military Personnel Flight, local school districts, and other appropriate agencies for support or services.

- Assists the Education Specialist, as required.

- Performs military personnel support in one or more military personnel programs, operations, or functions. Administers military personnel and education related tests as required. Assists in a variety of program areas as required, to include Awards & Decorations, Military and Civilian Training, and UPRG Management.

- Updates, inquires, and processes actions through the Personnel Data System and Defense Joint Military Pay System (DJMS). Reviews products to identify and assists in correcting mismatched data in Personnel Data System and DJMS. Reviews records and verifies data affecting personnel.

4.1.4.1.3 Military Personnel Clerk. Functions as the base administrator of the military personnel testing program.

- Administers the military personnel testing program.

- Schedules testing requirements ensuring compliance with testing deadlines established by the agency.

- Validates members' eligibility.

- Notifies unit or eligible personnel of testing dates and requirements.

- Verifies identification prior to testing.

- Implements and enforces standardized testing procedures.

- Monitors testing room operation and exercises room control over all examinees during the testing session to ensure there are no compromises.

- Reviews answer sheets for proper marking.

- Assembles and packages answer sheets to be mailed to the appropriate office.

- Scores tests locally as prescribed in the test administration manual using scoring templates and proper scoring manual.

- Receives and reviews testing requirements in support of the WAPS.

- Oversees the Foreign Language Proficiency Pay (FLPP) Program.

- Maintains and controls test material.

- Mails controlled test booklets to all GSUs for the Special Test Control Officers (STCO).

- Requisitions, monitors delivery dates, receives, inventories, destroys, and transfers material according to governing directives. Inventories existing test materials, purging

and destroying obsolete materials. Reports the loss of test material. Ensures controlled and classified test material is not compromised.

- Maintains testing data in the military personnel system.

- Serves as a source of information for individuals, commanders, and other personnel on and off base regarding testing policies, procedures, and requirements.

- Performs military and education support in other program areas. Provides assistance, guidance and expertise in one or more military or education services programs, operations or functions. Administers education-related tests as required. Assists in a variety of program areas as required, to include Awards & Decorations, Education Assistance, Military and Civilian Training, and UPRG Management.

- Reviews Transactions Registers (TRs), Direct English Statement Information Retrievals, DJMS rejects and notices, HAF rejects, PURGES, and corrects transactions as necessary.

- Updates, inquires, and processes actions through the PDS.

4.1.4.1.4 Military Personnel Clerk. To provide a quality military and civilian awards program for the Human Resource Flight.

- Performs final review of recommendations for awards, medals, decorations, commendations, and other actions submitted by units for both military and civilian.

- Performs extensive review of records to check for contradictory entries, accuracy, service dates, previous awards, regulatory references, etc.

- Verifies and processes inquiries concerning entitlement to prior awards.

- Processes revocation of decorations.

- Maintains an adequate supply of decorations, service medals, decoration binders, service award ribbons, and individual ribbons for unit awards.

- Publicize approved awards.

- Administers program and serves as the primary source of information for individuals, commanders, and other personnel on and off base regarding civilian and military awards and decorations policies, procedures, and requirements.

- Performs clerical support to ensure efficient flight operations. Receives and answers routine telephone inquiries or refers to appropriate staff.

- Receives visitors. Answers recurring questions and resolves clerical and administrative problems.

- Provides assistance, guidance and expertise in one or more military or education services programs, operations or functions.

- Administers military personnel and education related tests as required.

- Assists in a variety of program areas as required, to include Awards & Decorations, Education Assistance, Military or Civilian Training.

- Performs military and education support in other program areas. Provides assistance, guidance and expertise in one or more military or education services programs, operations or functions. Administers military personnel and education related tests as required. Assists in a variety of program areas as required, to include Awards & Decorations, Education Assistance, Military or Civilian Training, and UPRG Management.

- Reviews Transactions Registers (TRs), Direct English Statement Information Retrievals, DJMS rejects and notices, HAF rejects, PURGES, and corrects transactions as necessary.

- Updates, inquires and processes actions through the PDS, PDSC, and DJMS. Reviews products to identify and assist in correcting mismatched data in PDS, PDSC, and DJMS.

4.1.4.1.5 Military Personnel Clerk. Performs maintenance and controls the security of the UPRGs and is responsible for reviewing and processing decorations for all serviced personnel.

- Performs clerical and administrative support.

- Controls access to and the release of the UPRG.

- Maintains the UPRGs.

- Provides the Casualty Assistance Representative (CAR) with access after duty hours.

- Assists customers with inquiries and resolves questions and problems.

- Counsels members on corrections of military personnel records.

- Receives and answers routine telephone inquiries or refers to appropriate staff.

- Receives visitors.

- Answers recurring questions and resolves clerical and administrative problems.

- Distributes mail and messages.

- Establishes controls and suspense dates and follows up on suspense dates to ensure that required actions and responses are made within deadlines.

- Updates and posts manuals and instructions on policies and directives.

- Maintains files of correspondence, regulations, instructions, directives, letters, and other publications and guidance.

- Performs military and education support in other program areas. Provides assistance, guidance and expertise in one or more military or education services programs, operations or functions. Administers military personnel and education related tests as required. Assists in a variety of program areas as required, to include Awards & Decorations, Education Assistance, Military or Civilian Training, and UPRG Management.

- Reviews Transactions Registers (TRs), Direct English Statement Information Retrievals, DJMS rejects and notices, HAF rejects, PURGES, and corrects transactions as necessary.

- Updates and processes actions through the PDS and Defense Joint Military Pay System (DJMS). Reviews products to identify and assist in correcting mismatched data in PDS and DJMS.

4.1.4.1.6 Military Personnel Technician. Serves as the education and training program manager by administering, developing, delivering, evaluating, and overseeing education and training programs, activities, and personnel. Ensures adequate training programs are in place.

- Serves as the base level education and training functional manager.

- Consults on the instructional systems development process and career field education and training plans.

- Provides customer assistance.

- Maintains data, provides statistical reports, and reviews reports from other agencies regarding programs and operations.

- Monitors progress, identifies problem areas, determines causes, recommends corrective actions, and provides counseling.

- Develops, delivers, and evaluates education and training program

- Forecasts requirements and determines validity.

- Trains unit training managers (UTM) to perform UTM duties.

- Interviews and coordinates on prospective 3S2X1 retrainee applications.

- Conducts formal staff assistance visits to evaluate programs and recommends actions to correct deficiencies.

- Oversees internal/external evaluations and occupational surveys.

- Performs military and education support in other program areas. Provides assistance, guidance and expertise in one or more military or education services programs, operations or functions. Administers military personnel and education related tests as required. Assists in a variety of program areas as required, to include Awards & Decorations, Education Assistance, Military or Civilian Training, and UPRG Management.

- Reviews Transactions Registers (TRs), Direct English Statement Information Retrievals, DJMS rejects and notices, HAF rejects, PURGES, and corrects transactions as necessary.

- Updates and processes actions through the PDS and Defense Joint Military Pay System (DJMS). Reviews products to identify and assist in correcting mismatched data in PDS and DJMS.

4.1.4.1.7 Training Manager. Manages technical training, PME, specialized training, and civilian training programs.

- Manages military technical training allocations and the selection process for no-name allocations.

- Manages civilian training program.

- Manages PME.

- Arranges and organizes the Civilian Training Committee.

- Reconciles the civilian training budget.

- Conducts training surveys when requested by MAJCOM and career programs.

- Responsible for PDS updates for training requirements.

- Performs clerical and administrative tasks in support of the Flight.

- Performs military personnel support in one or more military personnel programs, operations, or functions. Administers military personnel and education-related tests as required. Prepares and processes forms, form letters, and substantiating documents relating to education and military personnel programs.

- Reviews Transactions Registers (TRs), Direct English Statement Information Retrievals, DJMS rejects and notices, HAF rejects, PURGES, and corrects transactions as necessary.

- Updates and processes actions through the PDS and Defense Joint Military Pay System (DJMS). Reviews products to identify and assist in correcting mismatched data in PDS and DJMS.

4.1.4.2 Buckley HRMS Flight-Unique Functions.

4.1.4.2.1 Supervisory Education Services Specialist. Serves as Supervisor, Human Resources Flight which includes administering, developing and overseeing education, military training, testing, On the Job training function, awards/decorations, and military records management.

- Exercises full personnel management responsibilities for employees assigned to the Human Resources Management Services Flight.

- Prioritizes work. Initiates personnel actions, interviews, and selects new employees. Evaluates employees' performance, identifies training needs and arranges required training.

- Provides information, interviews, counsels, and advises eligible personnel in regards to center operations and their educational or vocational goals.

- Administers DANTES/ECI tests as required. Coordinates and schedules classroom use for both academic institutions and military organizational requirements.

- Coordinates the Tuition Assistance Program. Advises qualified personnel on Air Force Tuition Assistance (AFTA) procedures.

- Monitors all aspects of AFTA program to include reimbursements owed, reconciles invoices, preparation for payment of AFTA bills to schools.

- Responsible for preparation of financial documents for tracking and processing the AFTA program. Prepares the annual budget, tracks expenditures for supplies, equipment, travel, training, and any other authorized payments.

- Administers the Distance Learning (DL) Program and the Computer Based Training (CBT) Program.

- Performs military personnel support in one or more military personnel programs, operations, or functions. Administers military personnel related tests as required. Assists in a variety of program areas as required, to include Awards & Decorations, Military and Civilian Training, and UPRG Management.

4.1.4.2.2 Education Technician. Provides quality customer service to efficiently process a multitude of information relating to education services programs and military personnel programs.

- Serves as a customer service representative. Answers basic information inquiries and refers scheduled or walk-in customers to appropriate staff members for more in-depth advisement or information.

- Advises and assists customers on procedures and requirements for the CCAF, ECI, Veterans Benefits, Air Force Institute of Technology, and tuition assistance. Assists military personnel with collecting all documentation necessary to update education levels.

- Refers customers to outside agencies, on-base and off-base educational institutions, Military Personnel Flight, local school districts, and other appropriate agencies for support or services.

- Advises qualified personnel on AFTA procedures.

- Prepares Active Duty Service Commitment for members receiving AFTA funding.

- Monitors all aspects of AFTA program to include reimbursements owed, reconciles invoices, preparation for payment of AFTA bills to schools. Responsible for all financial and budget documents for planning, tracking, and executing the program. Participates in preparation and estimation of annual budget, track expenditures for supplies, equipment, travel, training, and any other authorized payments.

- Administers the installations military personnel testing program for a variety of military tests. Verifies and ensures member's eligibility for testing. Schedules testing requirements ensuring compliance with testing deadlines established by the agency. Notifies all eligible personnel of testing dates and requirements.

- Receives and reviews testing requirements in support of the Weighted Airman Promotion System (WAPS). Monitors daily products such as transaction registers and strength changes to track and determine individual's testing requirements and verify testing eligibility. Identifies testing/promotion data and coordinates with office of primary responsibility (OPR) to determine correct data.

- Oversees the Foreign Language Proficiency Pay (FLPP) Program.

- Maintains and controls test material.

- Serves as a source of information for individuals, commanders, and other personnel on and off base regarding testing policies, procedures, and requirements.

- Uses multiple office automation software with varied functions to produce a wide range of documents, formats, etc.

- Performs military personnel support in one or more military personnel programs, operations, or functions. Administers education-related tests as required. Assists in a variety of program areas as required, to include Awards & Decorations, Military and Civilian Training, and UPRG Management.

- Updates, inquires, and processes actions through the Personnel Data System and Defense Joint Military Pay System (DJMS). Reviews products to identify and assists in correcting mismatched data in Personnel Data System and DJMS. Reviews records and verifies data affecting personnel.

4.1.4.2.3 Military Personnel Technician. Provides quality customer service to efficiently process a multitude of information relating to education services programs and military personnel programs.

- Manages base level education and training activities.

- Serves as the base level education and training functional manager. Interviews and coordinates on prospective 3S2X1 retrainee applications.

- Manages mandatory upgrade training requirements to achieve educational goals and mission requirements.

- Maintains education and training data, provides statistical reports and reviews reports from other agencies regarding programs and operations. Forecasts education and training requirements and determines validity.

- Trains unit training managers (UTMs) to perform UTM duties.

- Manages military technical training allocations and the selection process for no-name allocations.

- Assists in the organization, management, and control of unit level education and training programs to achieve educational goals and mission requirements.

- Performs military personnel support in one or more military personnel programs, operations, or functions. Administers military personnel and education-related tests as required. Prepares and processes forms, form letters, and substantiating documents relating to education and military personnel programs.

- Reviews Transactions Registers (TRs), Direct English Statement Information Retrievals, DJMS rejects and notices, HAF rejects, PURGES, and corrects transactions as necessary.

- Updates and processes actions through the PDS and Defense Joint Military Pay System (DJMS). Reviews products to identify and assist in correcting mismatched data in PDS and DJMS.

4.1.4.2.4 Military Personnel Clerk.

- Performs maintenance and controls the security of the UPRGs and is responsible for reviewing and processing decorations for all serviced personnel. Performs clerical and administrative support.

- Controls access to and the release of the UPRG.

- Maintains the UPRGs.

- Provides the Casualty Assistance Representative (CAR) with access after duty hours.

- Assists customers with inquiries and resolves questions and problems.

- Counsels members on corrections of military personnel records.

- Receives and answers routine telephone inquiries or refers to appropriate staff.

- Receives visitors.

- Answers recurring questions and resolves clerical and administrative problems.

- Distributes mail and messages.

- Establishes controls and suspense dates and follows up on suspense dates to ensure that required actions and responses are made within deadlines.

- Updates and posts manuals and instructions on policies and directives.

- Maintains files of correspondence, regulations, instructions, directives, letters, and other publications and guidance.

- Performs final clerical review of recommendations for awards, medals, decorations, and commendations.

- Processes revocation of decorations.

- Issue appropriate award elements (medal sets, certificates, etc.) for presentation.

  Publicize approved awards.

- Performs military personnel support in one or more military personnel programs, operations, or functions. Administers military personnel and education-related tests as required. Prepares and processes forms, form letters, and substantiating documents relating to education and military personnel programs.

- Reviews Transactions Registers (TRs), Direct English Statement Information Retrievals, DJMS rejects and notices, HAF rejects, PURGES, and corrects transactions as necessary.

- Updates and processes actions through the PDS and Defense Joint Military Pay System (DJMS). Reviews products to identify and assist in correcting mismatched data in PDS and DJMS.

4.1.4.3 Regional HRMS Flight-Unique Functions (Schriever AFB Section).

4.1.4.3.1 Military Personnel Clerk. Please refer to para. 4.1.4.2.4 above.

4.1.5 Operation Procedures. The existing Military Personnel, Civilian Personnel, and Education Services Flights were reengineered into a more efficient and economical process-oriented support system. This action, combined with the use of multi-skilled labor, consolidation, and various mixes of responsibilities, resulted in the most efficient structure for accomplishing the workload. As the current and MEO organizational charts depict, Human Resources Management Services functions were merged or blended and positions reduced to meet the requirements of the SOW. This document, position descriptions, and accompanying documentation collectively illustrate the proposed organization.

The MEO was developed in concert with the MEO team, comprised of functional representatives, and XPM personnel. Analysis of the current structure revealed inefficient integration of staff. The total force did not support an efficient "process" environment and it lacked in multi-skill development; therefore, reengineering focused on developing a multi-skilled workforce that could be used across functional elements and consolidating like functions and tasks within elements.

Personnel within the current structure were single-task oriented. This single-task alignment limited productivity within elements. During slow periods, the workforce was not productive and could not be utilized in other functions. Functional barriers inhibited cross-functional use of personnel; however, many functions contain common tasks and similar skill requirements that allow for the sharing of resources across functional lines. Reengineering and restructuring replace the restrictive single-task focus with multi-task (crossover work) positions, which better utilize the workforce.

Position descriptions were developed to encompass a broad scope of work. Personnel within the new flights will share tasks. This creates a flexible workforce that can be used throughout the organization. This capability allows management to use personnel in various positions and ensures personnel are constantly productive. For example, workload surges during student registration will require flight personnel from other functions to augment education personnel. Rationale for multi-task positions includes:

- A higher graded position can perform any lower graded duties. Also, on a limited basis, a lower graded position can perform higher graded duties. Should local union contracts permit, an employee can be detailed into a higher or lower graded position for a specified period of time without adjustment to pay or grade.

- Currently Education Services maintains a paper record and an automated record on each individual who has or is enrolled into a college course. Since only the automated copy is necessary, paper records will be destroyed or provided to the customers. This reduces personnel costs thereby allowing for cross utilization of personnel. During peak

periods, the specialist and counselors will receive assistance from flight personnel to process system updates.

- Civilian and Formal Training perform similar duties and can be consolidated with minimal impact. All government and non-government training for the installation will be processed at a single point. The DD Form 1556 will be reviewed and approved at one location. Individual counseling sessions can be done as a group.

- Military Records. Ensure the record storage area is located in a low traffic area. Allow MPF key personnel direct access to records to increase customer service. Only perform required audits to reduce personnel costs thereby allowing for increased cross utilization of personnel.

- Base Training. Consolidate counseling sessions as much as possible. Receive systems update support from other flight personnel. Receive typing support on large projects.

- Military Testing. Make maximum use of testing facilities during test cycles. Consolidate like testing sessions into one session when possible.

- Awards and Decorations. Standardize and streamline procedures at all installations. Consolidate military and civilian programs into one function.

- Development of a Customer Self Service Area. A self-service area will be established with information containing answers for common questions and/or explain a process allowing for minimal personal contact with flight personnel.

The current procedures utilized within the functions under study are not consistent throughout the command. Standard operating procedures (SOP) are necessary to ensure proper utilization of personnel and to maintain consistent support services at each location. The MEO team developed an Installation Training Guide for civilian training, as a reference for the development of future SOPs. The guide can be found at attachment 6.

Customer Service, normal duty hours will be 0730 to 1630, Monday through Friday.

4.1.6 Technology Review. The technology currently being used by all sections is sufficient for the proposed operation. The MEO team discussed numerous options, however none offered efficiencies considered cost effective.

4.1.7 Workload Data. Workload data used to develop the MEO supports the data found in the technical exhibits and performance indicators in the SOW.

4.1.8 Personnel Analysis. The MEO will require 52.5 civilian employees and six sub-contractor employees to operate the Human Resources Management Services function. A breakout of the civilian employee positions is shown in Figure 14 and sub-contractor positions are shown in Figure 15.

Flight	Title	Job Series	AFSC	Grade	Number of FTEs

Flight	Title	Job Series	AFSC	Grade	Number of FTEs
Buckley Human Resources Management Services Flight	Supervisory Education Services Specialist	1740	3S271	GS-07	1
	Education Technician	1702	3S251	GS-05	1
	Military Personnel Technician	0204	3S051	GS-06	1
	Military Personnel Clerk	0204	3S051	GS-05	1
F.E. Warren Human Resources Management Services Flight	Supervisory Personnel Services	1701	3S091	GS-09	1
	Education Services Specialist	1740	3S271	GS-07	1
	Education Technician	1702	3S251	GS-05	1
	Military Personnel Clerk	0204	3S051	GS-05	2
	Military Personnel Clerk	0204	3S051	GS-04	1
	Military Personnel Technician	0204	3S051	GS-06	1
	Training	0303	3S051	GS-07	1
Malmstrom Human Resources Management Services Flight	Supervisory Personnel Services	1701	3S091	GS-09	1
	Education Services Specialist	1740	3S271	GS-07	1
	Education Technician	1702	3S251	GS-05	1
	Military Personnel Clerk	0204	3S051	GS-05	2
	Military Personnel Clerk	0204	3S051	GS-04	1
	Military Personnel Technician	0204	3S051	GS-06	1
	Training	0303	3S051	GS-07	1

Flight	Title	Job Series	AFSC	Grade	Number of FTEs
Patrick Human Resources Management Services Flight	Supervisory Personnel Services	1701	3S091	GS-09	1
	Education Services Specialist	1740	3S271	GS-07	1
	Education Technician	1702	3S251	GS-05	1
	Military Personnel Clerk	0204	3S051	GS-05	2
	Military Personnel Clerk	0204	3S051	GS-04	1
	Military Personnel Technician	0204	3S051	GS-06	1
	Training	0303	3S051	GS-07	1
Vandenberg Human Resources Management Services Flight	Supervisory Personnel Services	1701	3S091	GS-09	1
	Education Services Specialist	1740	3S271	GS-07	1
	Education Technician	1702	3S251	GS-05	1
	Military Personnel Clerk	0204	3S051	GS-05	2
	Military Personnel Clerk	0204	3S051	GS-04	1
	Military Personnel Technician	0204	3S051	GS-06	1
	Training	0303	3S051	GS-07	1
Regional Human Resources Management Services Flight	Supervisory Personnel Services	1701	3S091	GS-09	1
Peterson Section	Education Services Specialist	1740	3S271	GS-07	2
	Education Technician	1702	3S251	GS-05	3
	Military Personnel Clerk	0204	3S051	GS-05	4

Flight	Title	Job Series	AFSC	Grade	Number of FTEs
	Military Personnel Clerk	0204	3S051	GS-04	1.5
	Military Personnel	0204	3S051	GS-06	2
	Training Manager	0303	3S051	GS-07	2
Schriever Section	Military Personnel Clerk	0203	3S051	GS-05	1
					52.5*

Figure 14. MEO Required Personnel – Human Resources Management Services

*includes one part-time FTE

4.1.8.1 Educational Advisor. The advisor function is subject to peaks, especially during registration periods, it was determined that a portion of this workload could be sub-contracted on a call basis. This would improve cost efficiency and provide the opportunity to staff more advisors as needed.

4.1.8.2 Test Administrator. It is a DANTES/ECI requirement that the person administering the DANTES/ECI exams possess a Bachelors Degree. In order to keep MEO personnel costs to a minimum, it was determined that using a sub-contract for this portion of the SOW requirements would allow the MEO organization to effectively provide this service in a more cost effective manner.

Flight	Weekly Hours
F. E. Warren Human Resources Management Services Flight	
Education Advisor	20
DANTES/ECI Test Administrator	20
Malmstrom Human Resources Management Services Flight	
Education Advisor	20
DANTES/ECI Test Administrator	20
Patrick Human Resources Management Services Flight	
Education Advisor	20
DANTES/ECI Test Administrator	20
Vandenberg Human Resources Management Services Flight	
Education Advisor	20
DANTES/ECI Test Administrator	20
Regional Human Resources Management Services Flight (Peterson Section)	
Education Advisor	40
DANTES/ECI Test Administrator	40

Figure 15. Sub-Contractor Personnel

4.1.9 Material Analysis. Human Resources Management Services will require common office supplies and computer materials. The materials currently in use are adequate to accomplish the mission and will be provided by the government as stated in the SOW.

4.1.10 Equipment Analysis. GFE was determined to be adequate for future operations.

4.1.11 Facilities Analysis. A thorough analysis was conducted to determine an effective and efficient facility layout for each flight. The MEO will utilize existing allocated space by consolidating personnel within each functional area. This will enhance cross-utilization and improved supervision, while maintaining customer service expectations. The Military Personnel Flight and Civilian Personnel Flight functions will be consolidated and co-located in the existing Military Personnel Flights. As Education Services functions do not share common tasks (other then testing and PDS updates) with the Military and Civilian Personnel functions, this area will remain stand-alone. Additionally, moving UPRG and the training functions away from the Military Personnel Flight will seriously degrade service to the customers and generate additional work transporting information between facilities.

Centralization of functions and co-location at a single location within the command was considered and deemed not feasible for the following reasons:

- No benefit or savings was forecasted by centralizing Civilian and Military Awards as a portion of the workload would remain at base level resulting in increased manning.

- No benefit or savings was forecasted by centralizing Military Formal Training and Civilian Training as a portion of the workload would remain at base level resulting in increased manning.

- Location of the UPRG is directed by Air Force directives to be with the servicing Military Personnel Flight; hence, the UPRG must remain at each base. Additionally, centralizing UPRGs would result in increased personnel costs associated with mailing, copying, and faxing.

- Education Services requires knowledge of educational services provided in the local community to meet the members' needs. Also, testing functions must be conducted at each location.

- The Military Personnel Flight functions have a strong working relationship with the portion of Military Personnel not under study. Removing these functions would create a major adjustment in customer service expectations.

Finally, consolidation of Peterson AFB and Schriever AFB functions due to their geographical proximity was considered feasible. All functions will be located at Peterson AFB with the exception of UPRG Management and the Awards/Decorations support to Schriever AFB which will remain on site. Peterson personnel will provide additional staff support for Schriever AFB, when required.

5. ANALYSIS OF RESOURCES IMPACT.

The cost saving between the current organization and MEO is based strictly on personnel costs. The SOW requirements include work for which manpower requirements weren't identified. This made it extremely difficult for the MEO team to identify additional savings. The authorizations currently identified as under study for all locations is 70. The MEO contains 52.5 FTEs. This represents a savings of 17.5 authorizations or 25%, for a total cost savings of $4,531,697 or 28%. The team believes this is the absolute minimum number of FTEs required to operate the Human Resources Management Services function under the SOW.

5.1 COST SAVINGS.

- **Current Personnel Costs**:

Buckley AFB	$1,367,426
F. E. Warren AFB	$2,060,597
Malmstrom AFB	$2,056,158
Patrick AFB	$2,007,412
Peterson AFB	$4,329,831
Schriever AFB	$1,405,727
Vandenberg AFB	$3,154,424
Total	**$16,381,575**

- **MEO Personnel Costs:**

Buckley AFB	$885,582
F. E. Warren AFB	$1,813,243
Malmstrom AFB	$1,774,027
Patrick AFB	$1,813,678
Peterson AFB	$3,429,987
Schriever AFB	$199,458
Vandenberg AFB	$1,933,903
Total	**$11,849,878**

Difference between current and MEO costs = $4,531,697 or 28%

ATTACHMENT 1

MEO TEAM MEMBERS

Civilian Personnel Training: Mr. Jim Rogers (341 MSS) and Ms. Jackie Berkowitz (45 MSS)

Education Services: Ms. Donna Gibbs (341 MSS) and Ms. Jeannie McFaddin (45 MSS)

Awards and Decorations: Ms. Candy Cuadra (21 MSS) and MSgt Fred Rojas (14 AF)

Enlisted Specialty Training: SMSgt Paul Love (AFSPC/DPPXE) and MSgt Steve Nienkamp (821 MSS)

Formal Training: MSgt F Van Valkenburg (45 MSS) and TSgt Layne Wagoner (90 MSS)

Military Testing: Capt. Geoff Perkins (30 MSS) and CMS John Potts (21 MSS)

Records: SSgt Lea Wright (50 MSS)

Classification Specialists: Ms Frieda Dunlap (AFSPC/DPCR) and Ms. Linda Browe (30 MSS)

Team Leader: Mr. Richard McMullen (AFPSC/DPP)

Manpower Representatives: Maj Donald Magee and MSgt Linda Russell (AFPSC/XPM)

ATTACHMENT 2

ACRONYMS

ADSC	Active Duty Service Commitment
AETC	Air Education Training Command
AFCAT	Air Force Catalog
AFCCPTDG	Air Force Civilian Career Programs Training and Development Guide
AFCSM	Air Force Computer Systems Manual
AFCT	Armed Forces Classification Test
AFI	Air Force Instruction
AFIND	Air Force Index
AFIT	Air Force Institute of Technology
AFMS	Air Force Manpower Standard
AFOEA	Air Force Organizational Excellence Award
AFOQT	Air Force Officer Qualifying Test
AFOTEC	Air Force Operational Test & Evaluation Center
AFOUA	Air Force Outstanding Unit Award
AFPAM	Air Force Pamphlet
AFPC	Air Force Personnel Center
AFRAT	Air Force Reading Abilities Test
AFRES	Air Force Reserve
AFSC	Air Force Specialty Code
AFSPC	Air Force Space Command
AFTAC	Air Force Technical Applications Center
AFTMS	Air Force Training Management System
ANG	Air National Guard
ANGB	Air National Guard Base
APDS	Advanced Personnel Data System
ATN	Air Technology Network
BAT	Basic Attributes Test
CAR	Casualty Assistance Representative

CATNIP	Civilian Automated Training Input Program
CC	Commander
CCAF	Community College of the Air Force
CDC	Career Development Courses
CE	Course Examinations
CEP	Career Enhancement Plan
CFETP	Career Field Education And Training Plan
CLEP	College Level Examination Program
CPMC	Civilian Personnel Management Course
CONS	Contracting Squadron
CSA	Continued Service Agreement
DADC	Denver Area Defense Community
DANTES	Defense Activity For Non-Traditional Education Support
DAPS	Defense Automated Printing Service
DDMS	DOD Manned Space Flight Support Office
DCPDS	Defense Civilian Personnel Data System
DCPS	Defense Civilian Pay System
DEOMI	Defense Equal Opportunity Management Institute
DFAS	Defense Finance & Accounting Service
DJMS	Defense Joint Military Pay System
DLAB	Defense Language Aptitude Battery
DLPT	Defense Language Proficiency Test
DLRPT	Defense Language Reading Proficiency Test
DMET	Defense Management Education Training
DMPDS	Defense Military Personnel Data System
DOR	Date of Rank
DP	Director of Personnel
DPC	Civilian Personnel
DPE	Education Services
DPM	Military Personnel
E&T	Education And Training

ECCS98	Education Center Computer System 98
ECI	Extension Course Institute
EDM	Employee Development Manager
EDPT	Electronics Data Processing Test
EPR	Enlisted Performance Reports
ESC	Electronic Systems Center
ESO	Education Services Officer
FLPP	Foreign Language Proficiency Pay
FM	Functional Manager
FPI	Functional Process Improvements
FTE	Full-Time Equivalents
FTP	File Transfer Protocol
FY	Fiscal Year
GFE	Government-Furnished Equipment
GSU	Geographically Separated Units
HQ	Headquarters
IAW	In Accordance With
IRD	Integrate Receiver Decoder
LAN	Local Area Network
LTFT	Long Term Full Time Training
MAF	Manpower Availability Factor
MAJCOM	Major Command
MBase	Micro Budget Automated System
MCCS	Mobile Command and Control Squadron
MEO	Most Efficient Organization
MGIB	Montgomery GI Bill
MOU	Memorandum of Understanding
MPMC	Military Personnel Management Course
MQ	Manpower And Quality
MSS	Mission Support Squadron
NCO	Non-Commissioned Officer

NCOA	Non-Commissioned Officer Academy
NCOIC	Non-Commissioned Officer in Charge
OA	Operational Audit
OJT	On The Job Training
OMB	Office of Management and Budget
OPR	Officer Performance Report
OPR	Office of Primary Responsibility
OSC	Organizational Structure Code
OTS	Officer Training School
PCA	Permanently Change Assignment
PCIII	Personnel Concept III
PCS	Permanent Change of Station
PDS	Personnel Data System
PDSC	Personnel Data System Civilian
PFE	Promotion Fitness Examinations
PME	Professional Military Education
PPI	Personnel Process Improvements
PSM	Personnel System Management
PWS	Performance Work Statement
RA	Resource Advisor
SAV	Staff Assistance Visit
SBIRS	Space Based Infrared Warning System
SIAM	Standard Indirect Allowable Manpower
SID	Standard Indirect Description
SKT	Specialty Knowledge Test
SNCOA	Senior Non-Commissioned Officer Academy
SOP	Standard Operating Procedure
SOS	Squadron Officer School
SOW	Statements of Work
SPTS	Support Squadron
STCO	Special Test Control Officer

SWS	Space Warning Squadron
TAFCSD	Total Active Federal Commissioned Service Date
TDY	Temporary Duty
TE	Test Examiner
TLN	Training Line Number
TMS	Training Management System
TR	Transaction Registers
TSC	Training Status Code
UFT	Undergraduate Flying Training
UMD	Unit Manning Document
UPMR	Unit Personnel Management Roster
UPRG	Unit Personnel Records Group
USAF	United States Air Force
USAFSE	USAF Supervisory Examination
UTM	Unit Training Manager
WAN	Wide Area Network
WAPS	Weighted Airmen Promotion Systems

ATTACHMENT 3
CURRENT
UNIT MANPOWER DOCUMENT
AND
CIVILIAN GRADES

ATTACHMENT 4

OPERATIONAL AUDIT SUMMARY DATA

Most Efficient Organization Workload	OA Monthly Direct Man-hours	MEO Total by Base	Fractional Manpower Equiv (FME)	SIAM %	Monthly SIAM %	Adjusted OA Monthly Man-hours (Direct/SIAM)	Adjusted FME	OA Total
Buckley								
Unit Personnel Record Group (UPRG) Records Management	21.72		0.15	0.1703	3.70	25.42	0.17	
Military and Civilian Awards & Decorations System Administration	36.67		0.25	0.1703	6.24	42.91	0.29	
General Education Services	201.67		1.36	0.1703	34.35	236.01	1.59	
Formal Training	15.83		0.11	0.1703	2.70	18.53	0.13	
Base Training Management Services	72.05		0.49	0.1703	12.27	84.32	0.57	
Military Testing	98.67		0.67	0.1703	16.80	115.47	0.78	
Buckley Total		**446.60**						**3.53**
F.E. Warren								
Unit Personnel Record Group (UPRG) Records Management	161.42		1.09	0.1703	27.49	188.91	1.28	
Military and Civilian Awards & Decorations System Administration	32.62		0.22	0.1703	5.56	38.18	0.26	
General Education Services	406.34		2.75	0.1703	69.20	475.54	3.21	
Formal Training	70.75		0.48	0.1703	12.05	82.80	0.56	
Base Training Management Services	111.94		0.76	0.1703	19.06	131.00	0.89	

Most Efficient Organization Workload	OA Monthly Direct Man-hours	MEO Total by Base	Fractional Manpower Equiv (FME)	SIAM %	Monthly SIAM %	Adjusted OA Monthly Man-hours (Direct/SIAM)	Adjusted FME	OA Total
Civilian Education and Training	19.83		0.13	0.1703	3.38	23.21	0.16	
Military Testing	100.33		0.68	0.1703	17.09	117.42	0.79	
F.E. Warren Total		**903.23**						**7.14**
Malmstrom								
Unit Personnel Record Group (UPRG) Records Management	98.59		0.67	0.1703	16.79	115.38	0.78	
Military and Civilian Awards & Decorations System Administration	76.58		0.52	0.1703	13.04	89.62	0.61	
General Education Services	314.78		2.13	0.1703	53.61	368.39	2.49	
Formal Training	59.17		0.40	0.1703	10.08	69.24	0.47	
Base Training Management Services	88.65		0.60	0.1703	15.10	103.75	0.70	
Civilian Education and Training	66.18		0.45	0.1703	11.27	77.45	0.52	
Military Testing	85.06		0.57	0.1703	14.49	99.54	0.67	
Malmstrom Total		**789.00**						**6.24**
Patrick								
Unit Personnel Record Group (UPRG) Records Management	51.09		0.35	0.1703	8.70	59.79	0.40	
Military and Civilian Awards & Decorations System Administration	43.50		0.29	0.1703	7.41	50.91	0.34	
General Education Services	267.01		1.80	0.1703	45.48	312.49	2.11	
Formal Training	69.50		0.47	0.1703	11.84	81.34	0.55	

Most Efficient Organization Workload	OA Monthly Direct Man-hours	MEO Total by Base	Fractional Manpower Equiv (FME)	SIAM %	Monthly SIAM %	Adjusted OA Monthly Man-hours (Direct/SIAM)	Adjusted FME	OA Total
Base Training Management Services	123.72		0.84	0.1703	21.07	144.79	0.98	
Civilian Education and Training	138.33		0.93	0.1703	23.56	161.89	1.09	
Military Testing	221.17		1.49	0.1703	37.67	258.83	1.75	
Patrick Total		**914.32**						**7.23**
Peterson								
Unit Personnel Record Group (UPRG) Records Management	151.81		1.03	0.1703	25.86	177.67	1.20	
Military and Civilian Awards & Decorations System Administration	305.34		2.06	0.1703	52.00	357.34	2.41	
General Education Services	869.70		5.88	0.1703	148.12	1017.81	6.88	
Formal Training	118.33		0.80	0.1703	20.15	138.49	0.94	
Base Training Management Services	309.02		2.09	0.1703	52.63	361.65	2.44	
Civilian Education and Training	210.30		1.42	0.1703	35.82	246.12	1.66	
Military Testing	268.62		1.82	0.1703	45.75	314.37	2.12	
Peterson Total		**2233.12**						**17.66**
Schriever								
Unit Personnel Record Group (UPRG) Records Management	80.75		0.55	0.1703	13.75	94.50	0.64	
Military and Civilian Awards & Decorations System Administration	65.25		0.44	0.1703	11.11	76.36	0.52	

Most Efficient Organization Workload	OA Monthly Direct Man-hours	MEO Total by Base	Fractional Manpower Equiv (FME)	SIAM %	Monthly SIAM %	Adjusted OA Monthly Man-hours (Direct/SIAM)	Adjusted FME	OA Total
Schriever Total		146.00						1.15
Vandenberg								
Unit Personnel Record Group (UPRG) Records Management	140.56		0.95	0.1703	23.94	164.49	1.11	
Military and Civilian Awards & Decorations System Administration	36.50		0.25	0.1703	6.22	42.72	0.29	
General Education Services	395.29		2.67	0.1703	67.32	462.61	3.13	
Formal Training	38.08		0.26	0.1703	6.49	44.57	0.30	
Base Training Management Services	151.06		1.02	0.1703	25.73	176.79	1.19	
Civilian Education and Training	48.71		0.33	0.1703	8.30	57.00	0.39	
Military Testing	119.17		0.81	0.1703	20.30	139.46	0.94	
Vandenberg Total		929.36						7.35
In-House Workload Total	6361.64	6361.64	42.98					50.30
Sub-Contract Workload Total	960.00							6.00

Sub-Contract Workload
F.E. Warren
DANTES Testing/Ed Advising   160.00
Malmstrom
DANTES Testing/Ed Advising   160.00
Patrick
DANTES Testing/Ed Advising   160.00
Peterson

DANTES Testing/Ed Advising Vandenberg	320.00
DANTES Testing/Ed Advising	160.00
Sub-Contractor Workload	960.00

ATTACHMENT 5

STANDARD INDIRECT ALLOWABLE MANPOWER (SIAM) ANALYSIS

PERSONNEL GENERATED

Task Number	Task Title	b = man-hours	X = No of Civilians	Y=bX
I1.1	Hires Civilian Employee	0.5101	42.98	21.9262
I1.2	Types Civilian Position Description	0.04021	42.98	1.72839
I1.3	Indoctrinates Civilian Employee	0.06312	42.98	2.71315
I1.4	Prepares Civilian Performance and Promotion Appraisal - Performance Plan	0.239	42.98	10.2732
I1.5	Prepares Civilian Performance and Promotion Appraisal - Performance Rating	0.183	42.98	7.86608
I1.6	Types Civilian Appraisal	0.0848	42.98	3.64505
I1.7	Indorses Civilian Appraisal	0.03612	42.98	1.55258
I1.8	Types Civilian Endorsement	0.02235	42.98	0.96069
I1.11	Counsels Civilian Employee	0.04321	42.98	1.85734
I1.12	Maintains Time and Attendance Form	0.3333	42.98	14.3266
I4.7	Informs Individual	0.09342	42.98	4.01557
I4.10	Reviews Incoming Distribution	8.227	42.98	353.63
I4.11	Reviews Outgoing Distribution	5.78	42.98	248.448
I4.12	Develops Budget Estimate	0.3162	42.98	13.5916
I4.14	Inspects Office Facility	3.014	42.98	129.554
I4.18	Prepares Suggestion	0.01145	42.98	0.49217
I6.10	Conducts or Attends Work Center Meeting	1.626	42.98	69.8921
I7.1	Develops Training Plan	0.00074	42.98	0.03181
I7.4	Counsels Trainee	0.00079	42.98	0.03396
I7.6	Conducts Training	0.0719	42.98	3.09055
I7.7	Receives Training	0.1025	42.98	4.40587
I11.1	Prepares Work Area	1.627	42.98	69.9351
I11.2	Puts Work Away	1.685	42.98	72.4281
TOTAL				**1036.4**

FIXED

Task Number	Task Title	Average Monthly Hours
I4.2	Develops Policy Letter, Procedure, or Operating Instruction	1.335
I4.3	Develops Performance Standard or Checklist	0.5532
I4.5	Coordinates on Work Center or Personnel Status	1.835
I4.8	Prepares Correspondence Associated with Indirect Work	3.853
I4.13	Assists in Mishap or Incident Investigation	0.2491
I4.16	Receives Visitors	1.27
I4.17	Reviews Report and Statistical Data	1.923
I5.3	Establishes New Unclassified Correspondence File	0.166
I5.4	Updates Unclassified Correspondence File	0.393
I5.5	Files Unclassified Correspondence	7.209
I5.6	Reviews Unclassified Correspondence File for Disposal	0.451
I5.7	Disposes of Unclassified Documentation	0.2083
I5.8	Maintains Suspense File	3.095
I5.9	Maintains Log and Register	3.688
I5.16	Operates Copy Machine	6.743
I5.17	Maintains Stock of Blank Forms	0.6592
I5.18	Maintains Bulletin Board	0.4601
I5.21	Maintains Office Equipment	0.7504
I5.22	Maintains Microcomputer System	2.239
I6.4	Conducts or Attends Unit Meeting	2.851
I6.9	Prepares for Work Center Meeting	1.779
I7.5	Develops Training Material	1.093
I8.1	Processes Equipment Request	1.194
I8.2	Conducts Inventory	0.2684
I8.3	Maintains Custodian Document	0.986
I8.4	Obtains Expendable Supplies	1.81

TOTAL   **47.0617**

SUMMARY

Personnel Generated	1036.4
Fixed	47.0617
Total Indirect Workload	1083.46
Total Direct Workload	6361.64
SIAM Percentage	**0.17031**

ATTACHMENT 6

INSTALLATION TRAINING GUIDE

Civilian Training

1. INTRODUCTION: This plan outlines the objectives and requirement for each HQ AFSPC installation for conducting and administering civilian education, training and development programs and occurrences within the command. It states procedures for determining training needs, validating, budgeting for, acquiring, documenting and reporting education, training, and development experiences. This plan implements DOD Directive 1430.4, 30 January 1985, and DOD Manual 1400.25 (Civilian Personnel Manual Chapter 410) 1 Oct 1985, as outlined in AFI 36-401. (The Government Employee Training Act, 7 July 1958, Public Law 85507, is the basic statute authorizing federal employee training, and its intent has subsequently been incorporated into Chapter 41 of Title 5, United States Code, Executive Order 11348, 20 April 1967, reaffirmed this policy.)

2. POLICY: To achieve maximum mission capability, the command must develop and maintain the highest quality work force attainable. It is necessary for the command to provide government sponsored training and education for its employees in order for them to perform their official duties at the desired level of proficiency. To meet the need, employees who have valid training needs and who meet the requirements of the laws and regulations shall be given the opportunity to participate in training and development programs when such training and activities are in the best interests of the command, without regard to race, color, religion, sex, national origin, age or any factor not related to the need for training and development.

3. CIVILIAN TRAINING OBJECTIVES: The objectives of the Air Force Training and Career Development is to improve operating efficiency through the growth and development of civilian employees, consistent with their interests and capabilities, and to meet present and future needs of the Air Force. The objective of HQ AFSPC training program is to achieve and maintain efficient performance in current assignments; to broaden employee skills, knowledge, and abilities; to encourage employees in their self-development efforts, to assist them in achieving their highest potential consistent with the needs of the Air Force; to increase the flexibility and mobility of the civilian work force; and to increase management competence and effectiveness at all levels.

> 3.1 In meeting these objectives, training programs are to provide:

> > 3.1.1   Knowledge, skills or abilities that relate directly to employee job requirements.

> > 3.1.2   Skills needed to cope with reorganization or changing technology, mission or equipment

> > 3.1.3   Training to supplement self-development and to assist employees in achieving their highest potential, consistent with the needs of the Air Force.

> > 3.1.4   Training for engineers and other professionals to keep them abreast of the "state of the art".

3.1.5 Training for employees who have demonstrated potential for assuming increased responsibilities in fulfilling future staffing needs.

3.1.6 Initial training when there is a lack of qualified manpower.

4. RESPONSIBILITIES:

4.1 Employee Development Manager (EDM): Certifies availability of element 88751 funds as the Resource Advisor (RA) for civilian training. The EDM will reconcile training expenses against financial obligations. The EDM will resolve conflicts over eligibility for receiving civilian training funds.

4.2 Civilian Training Officer: Review and approve all civilian training request according to statutory, legal, and administrative requirements regardless of funding source. Will assist managers and supervisors in determining training needs and identifying the most economical and efficient ways of meeting those needs. Informs manager and counsels employees selected for training on entitlements (to include JTR Vol 2), responsibilities and obligations. Ensures that competitive procedures are used in selecting employees for qualifying training and development. Will sign DD Form 1556 in block 33 for all approved training request.

4.2.1 DD Form 1610 or equivalent is to be presented to Civilian Training Officer for review and coordination prior to publication of TDY order.

4.2.2 IAW AFI 37-128 Table 2.1, all civilian training TDY orders are required to be published in the "Y" series orders. The "Y" series order log is to be maintained by the Civilian Training Officer.

4.3 Managers and Supervisors: Use performance appraisals as a basis for determining the training needs of the employee. They review technology shifts, system changes, review career program master development plans and career enhancement plans. Develop statements of impact if training is not funded. Consults with the Civilian Training Officer on identifying needs and the most economical and efficient sources of training. Ensure required documentation of DD Form 1556 is completed and turned in to the Civilian Training Officer, and that employees are released to attend required training, as scheduled, Evaluate subordinates' job performance following formal training, enlisted specialty training, and developmental assignments for effectiveness, and provide written evaluations as required.

4.4 Employee: Participate in directed training and developmental activities. Use and share with coworkers knowledge and skills acquired through training to help train other employees. Assume the primary responsibility for self-development and inform supervisors and the Civilian Training Officer of job-related training accomplishments. Ensure that the Civilian Training Officer receives valid documentation for any completed self-development activities, which can be considered for inclusion in their official personnel folder and updating the personnel data system. The employee should periodically review the current data system in their education and training area for accuracy and currency.

5. CONTINUED SERVICE AGREEMENTS (CSA): All training, which exceeds 80 hours, must be evaluated to determine whether or not to require a CSA. The Civilian Training Officer makes the determination based on cost and other pertinent factors. At a minimum all training over 80 hours requires a CSA, at three times the length of the training period. The Civilian Training Officer may establish longer periods of required service if it is justified by the costs of training or other factors. The minimum time for a CSA will be one month.

6. NON-GOVERNMENT TRAINING: Employees with less than one year current, continuous civilian service are not eligible for training in non-government facilities unless postponement of the training would be contrary to the public interest. A waiver of this requirement is available and will be handled on a case by case basis. When a waiver is granted, a notation is made on the DD Form 1556 describing the waiver conditions and identifying the specific limitation, which has been waived.

7. SURVEY

7.1 ANNUAL INSTALLATION TRAINING SURVEY: The Civilian Training Officer is required to complete an annual training survey for determining, documenting, and reporting employee training needs and to program, budget, and validate the resources needed to support the identified need. The Civilian Training Officer will provide advice and assistance to supervisors and management personnel.

7.2 Career Enhancement Plan (CEP): The most valuable resource of any organization is the work force. The effectiveness of this work force to perform the mission may be improved with training and development of its members. The CEP is a natural outgrowth of the annual performance appraisal process. It provides supervisors and employees with a plan for developing employee capabilities through self-development activities, formal classroom training, on-the-job training, and development work assignments. Preparation of the CEP is the joint responsibility of the employees and their supervisors. Signature by the supervisor means training and development activities listed on the CEP support organizational goals and the employee's desires were considered. A copy of the CEP is retained by the supervisor for planning and further documentation of identified needs, and the original is sent to the Civilian Training Officer for input into the personnel data system and filed.

7.3 Management officials at all echelons in each organizational element are responsible for reviewing training data gathered by supervisors during the course of the survey. This data must be interpreted and evaluated in terms of the organization's mission, workloads, manpower availability, special projects, etc., and decisions made as to the most appropriate and economical means of resolving training needs that have been identified. Planning for future needs is a continuous program.

8. DOCUMENTATION OF TRAINING NEEDS: DD Form 1556 will be used to authorize and record training of civilian employees in government facilities, non-government facilities, attendance at meetings, and for Defense Management Education Training (DMET). The DD Form 1556 is a multipurpose form designed to reduce the need for a variety of forms associated with various training incidents. No local forms are authorized for training request and approval to attend professional meetings, registration and acceptance form, availability of funds, certify

completion of training, record of training completion, authorize IMPAC purchase checks, and evaluation of training received.

9. TOUR OF DUTY FOR TRAINING: All required training will be done during regularly scheduled hours for a tour of duty. Regular tour of duty is five, eight-hour days, Monday through Friday. If an employee is working a compressed work schedule, the supervisor will:

> 9.1 Require employee to follow a regular work schedule of 5, 8 hour days,
>
> Or
>
> 9.2 Require employee to return to work site each day to make up difference for the compressed work schedule.

10. REFERENCE LIBRARY: Civilian Training Officer will publish a catalog or advertise through electronic means the available training materials, such as; VCR tapes, audio tapes, books, etc. The Training Officer will inventory the library once a year, and maintain a log identifying customer usage.

11. TRAINING SOURCES:

> 11.1   Local Installation Training:
>
> > 11.1.1 Self-development is education, training or other developmental activity which is self-initiated, funded by the employee, and taken on the employee's own time to better qualify the employee for work, profession, or career opportunities.
> >
> > 11.1.2 On-The-Job-Training (OJT) is planned, organized, job-related instructions given at the work site. An analysis of the major job requirements and related knowledge, skills, and abilities (KSA) are the basis for setting up an OJT plan.
> >
> > 11.1.3 Professional Development Training and Education associated with advanced activities for program managers, executives, and personnel in fields such as law, medicine, science, engineering, etc. These activities are highly specialized, normally take place in the mid-career time frame at the mid to high-grade levels, and for a carefully selected group of employees who have demonstrated potential for senior level positions.
> >
> > 11.1.4 Mandatory Supervisory Training. First-level supervisors must be provided initial supervisory training within the first 6 months after initial assignment to a supervisory position. Supervisors of three or more employees are required to attend. The Civilian Training Officer schedules supervisors for this training. This training includes:
> >
> > > 11.1.4.1   USAF Supervisors' Course – this course is designed to provide civilian first-level supervisors, regardless of organizational component, with basic leadership skills required for supervisory positions.

11.1.4.2 USAF Civilian Personnel Management Course (CPMC) – this course is designed to provide military and civilian first-level supervisors of civilian employees with the principles, policies, practices and procedures needed to effectively carry out their civilian personnel management responsibilities. First-level supervisors of less than three civilians are scheduled on a space available basis.

11.1.4.3 USAF Military Personnel Management Course (MPMC)– this course is designed to provide civilian first-level supervisors, who supervise military members, with instructions on military personnel management.

11.1.4.4 NAF Personnel Management Course – this course is designed to provide instruction on the basic aspects of administering NAF employees under the personnel system. It is desirable that any person who supervises a NAF employee attends this course.

12. TRAINING MANAGEMENT SYSTEM TRAINING (TMS)

12.1 Air Education and Training Command (AETC) Technical Training Schools. AETC conducts or arranges for technical training. AFCAT 36-2223, USAF Formal Schools (Policy, Responsibilities, General Procedures, and Course Descriptions) contains course descriptions, prerequisites for attendance, location, and other information on these courses. A Training Line Number (TLN) is issued by command for each approved quota.

12.2 Air Force Institute of Technology (AFIT) – AFIT conducts short and long-term course credit and non-credit education programs in scientific, technological, managerial, medical, and other programs. Air Force Institute of Technology courses, prerequisites, and procedures are described in AFCAT 36-2223. Requirements for these technical and professional courses are requested during the annual survey directly to MAJCOM. A TLN is also issued for each approved quota.

13. CAREER PROGRAM TRAINING. The Air Force Career Program Management Center publishes a training guide to be used by supervisors and managers of career program registrants during the annual training survey. This guide identifies training opportunities provided by career programs. Unless specific exception is made by a career program those employees qualified to register in a career program must be registered to receive training listed in this guide. The guide can be found on the internet at

www:afpc.mil/civ_car/guide/.

13.1 Long Term Full Time Training (LTFT) – is off-the-job training consisting of more than 120 consecutive duty days. The goal is to develop selected employees to keep the Air Force abreast of professional, management, technical and scientific achievements.

13.2   Professional Military Education – Course descriptions, eligibility requirements and other course information for the following courses, and many others, can be found in Air Force Civilian Career Programs Training and Development Guide (AFCCPTDG) 1998, or the AFCAT 36-2223.

14. USAF EXTENSION COURSE INSTITUTE (ECI). The ECI supplements formal training programs and provides courses for career broadening. ECI career development courses should be considered for integration with civilian OJT programs. These courses are related to specific Air Force Specialty codes or groups of Air Force Specialty Codes (AFSC). Many civilian positions contain duties that directly correlate to these AFSC's. Civilian employees may wish to take ECI courses for career broadening purposes. These courses are described in the USAF ECI catalog.

15. TRAINING FOR LICENSES AND CERTIFICATES. The Comptroller General has ruled that appropriated funds may not be used to pay or reimburse for the costs of licenses or certificates required by a federal employee to perform their duties. NOTE: There are some exceptions to this ruling.

16. CIVILIAN TRAINING MANAGEMENT COMMITTEE. All training request submitted by 88751 funding will be submitted to this committee (or the Civilian Cost Management Committee) for review and determination of which are to most advantageous for the base:

16.1   The objective of the Committee will be

16.1.1 To review unit and individual training needs for funding and assign a priority.

16.1.2 Provide a contact point for civilians within the unit, and a contact point for the Civilian Training Officer.

16.1.3 Provide a contact point for future updates for unit training needs as they occur.

16.1.4 Review ancillary training requests that may require funding.

16.2   Each unit identified by the base will assign a primary and alternate who is familiar with unit civilian training needs. Each unit identified will have one vote for each training request submitted at scheduled meetings. Committee membership will be appointed by letter and a single representative may represent more than one squadron.

16.3 The Civilian Training Officer will schedule the meeting at a minimum of once a quarter or as needed. Meeting minutes will be prepared and distributed to committee members by the Civilian Training Officer.

16.4   Telephonic meeting are authorized and will be recorded in the next monthly meeting minutes.

16.5   Civilian Personnel Office will provide advisory service through the EDM.

ATTACHMENT 11

QUALITY PLAN

Part 1. Human Resources Flight Quality Approach

1.   Each flight chief will develop a "Human Resources Flight Checklist" based on the samples provided in part 2 of this plan. The flight chief will use the checklist to conduct semi-annual self-inspections -- due in April and September of each year. The checklist is an excellent tool to identify and correct any problem areas.

2.   A detailed written report will be provided to the MSS/CC within 15 days of the self-inspection. The report will identify the deficiencies and describe any corrective and preventative actions taken.

Part 2. Sample Checklists

(See Following Pages)

Human Resources Flight Checklist

1. Is the area neat, clean, orderly and in good repair?

2. Have tasks that have been realigned improved customer support?

3. Has flight supervision been established?

4. Are available resources used to gain maximum mission effectiveness?

5. Is an effective training program in place ensuring personnel are following standardized procedures?

6. Does the Flight Chief perform internal flight visits, special subject inspections and analyses, self-inspections and other management activities?

7. Are regular critiques conducted with personnel on the condition of current operations?

8. Are current directives applied to ensure an efficient operation?

9. Do personnel evaluate all procedural recommendations to correct or improve operations? Are these evaluations documented?

10. **After-Hour Emergencies** Does the Flight Chief ensure the operation is capable of responding to priority customer requests required for mission support during after-hours?

11. Does the Flight Chief ensure that property losses are reported through the Installation and Resource Protection Program, when unresolved inventory loss indicates that theft of controlled items are involved?

12. Does the Flight Chief maintain close contact with all base and tenant activities in order to provide technical help on personnel services matters?

13. Is there a written quality policy?

14. Is responsibility and authority for quality clearly defined?

15. Are procedures in place to govern the control of documents and data?

16. Are obsolete documents removed or otherwise handled to prevent unintentional use?

17. Does the flight have procedures in place to implement corrective and preventive actions?

18. Do procedures address resolution of customer complaints?

19. Are records of corrective or preventive actions maintained?